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February 1959

office management

the magazine for management executives

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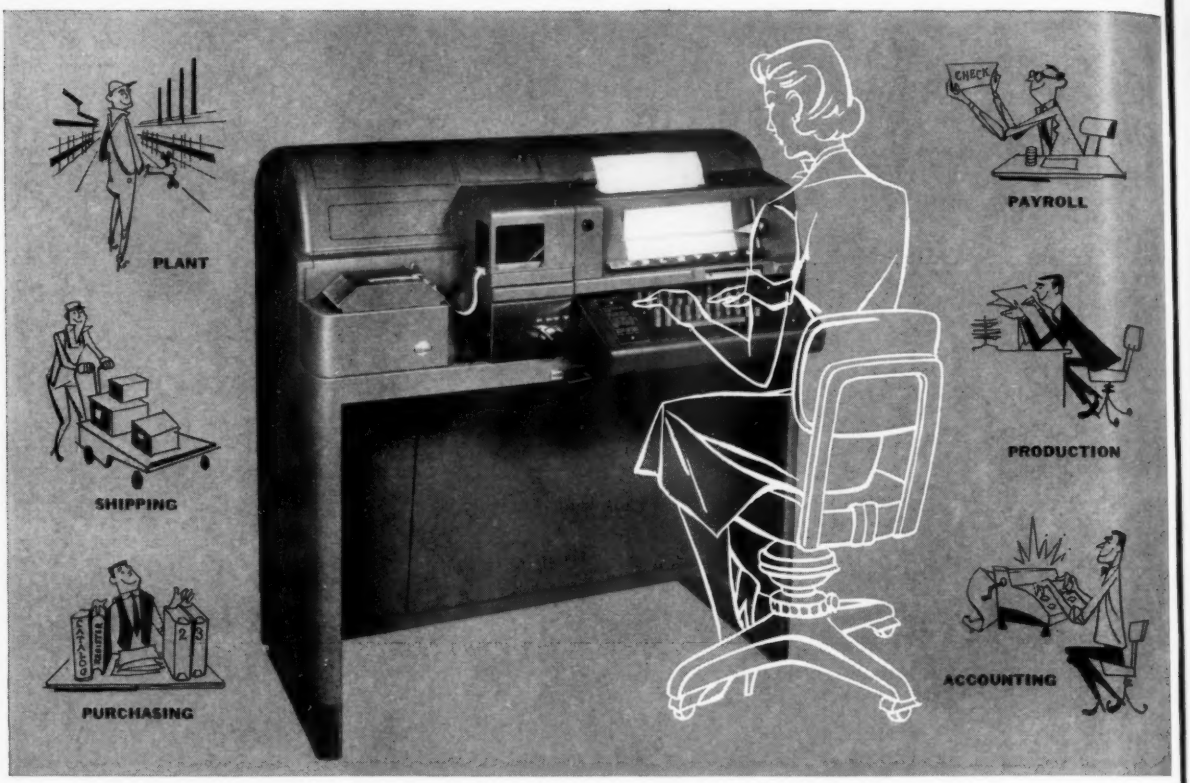
Seven thousand record transactions a day at this center. See page 24.

in this issue

- How to design forms for integrated data processing
- What's the personality of your personnel program?
- How to keep the planning function healthy, effective



How Teletype can speed up your inter-plant, inter-office communications

This compact communications center is a Teletype Model 28 automatic send-receive set called the ASR. It can coordinate a sales order system, a purchasing system, a production line, or any plan designed to cut costs and improve efficiency. It will deliver messages, instructions, orders . . . at 100 words per minute . . . to any number of offices or departments, either one at a time or all together. It gets information where it's needed in minutes instead of days. And the information is in printed form—assuring no misunderstandings.

A machine of many talents. The highly versatile Teletype Model 28 ASR provides facilities for typing . . . sending or receiving messages by direct keyboarding . . . tape punching, tape transmission, tape reception, tape as a by-product of both incoming and outgoing traffic . . . and a combination of tape and keyboard operation for handling fixed and variable data. You can choose from these and many other features for a custom-engineered unit suited to your individual needs.

Multi-part forms and printed tape, too. The Model 28 ASR will produce "page" copy on plain paper or multi-part office forms. And all your punched tape can have the characters printed right on it, making for quick identification and easy reading.

Further information. For further information about this and the other new units in the Teletype Model 28 equipment line, write: Teletype Corporation, Dept. 33B, 4100 Fullerton Avenue, Chicago 39, Illinois.

TELETYPE®
CORPORATION
SUBSIDIARY OF *Western Electric Company* INC.

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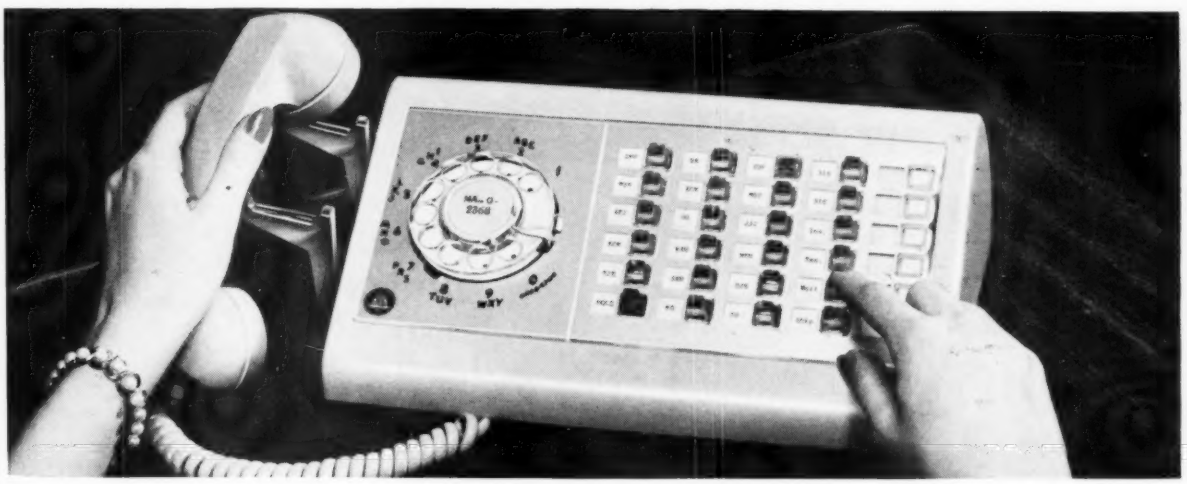
Here is the new push-button office telephone...

the CALL director

for the person who makes a lot of calls, or takes a lot of calls

The Call Director comes in two models. The one above accommodates up to 18 push buttons; the one below provides up to 30. Both offer many revolutionary features.



This is the most advanced and flexible telephone ever offered to business! More than a new product, the Call Director is a new *concept* in telephone design and service.

It provides fast, easy handling of outside and interoffice calls *plus* special features to fit your communications needs. By pushing a button you can—

- Connect with other office telephones
- Set up interoffice conference calls
- "Add-on" other office extensions to incoming calls

The modern, space-saving Call Director comes in two models. One has up to 30 buttons—the other up to 18—for any combination of features. Each comes in ivory, beige, green or gray.

The Call Director's many advanced features make it the ideal telephone for busy executives, for secretaries or clerks who answer for a number of people — for anyone in business who makes or takes a lot of calls.

Find out how the Call Director can speed your business by improving your communications. Call your Bell Telephone Business Office. A representative will visit you at your convenience — no obligation, of course.

BELL TELEPHONE SYSTEM

R. WALLACE, President of the R. G. Wallace Company, Inc.

MODERN HEADQUARTERS of the R. G. Wallace Company, Inc., in Culver City, California, Aircraft Hardware Manufacturer.

THIS NATIONAL ACCOUNTING MACHINE handles all record-keeping work quickly and efficiently, supplying the R. G. Wallace Company with important accounting information that is readily available at all times.

"Our *National* System saves us $7,800 a year... pays for itself every 9 months."

—R. G. Wallace Company, Inc.
Culver City, California

"We attribute a large portion of our success during the seven years we've been in business to the mechanization of our bookkeeping department with a National System," writes R. Wallace of R. G. Wallace Company, Inc. "We've established ourselves in a highly competitive field mainly through our ability to process orders with speed and at low unit cost.

"The many records we require are handled quickly and accurately by our National providing us with important business information that is always immediately available. Although our National handles these complex accounting jobs with maximum speed and efficiency, it is simple to operate. We find any employee in our office can easily learn to operate our National Machine.

"Through increased efficiency and reduced record-keeping costs, our National System saves us more than $7,800 a year, pays for itself every 9 months."

R. G. Wallace

President,
R. G. Wallace Company, Inc.

Your business, too, can benefit from the time- and money-saving features of a National System. Nationals pay for themselves quickly through savings, then continue to return a regular yearly profit. National's world-wide service organization will protect this profit. Ask us about the National Maintenance Plan. (See the yellow pages of your phone book.)

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FEBRUARY 1959

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office management

Office Methods, Equipment, Personnel, and Purchasing
Sponsor of the "Office of the Year" Awards

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The 1959 look (*Editorial*)

KEEPING records up-to-date on nearly half-a-million ex-servicemen is no small chore, as any records administrator will recognize. Some of the methods the Air Force Reserve Records Center, in Denver, Col., uses to keep track of members of the inactive reserve are described in the article beginning on Page 24.

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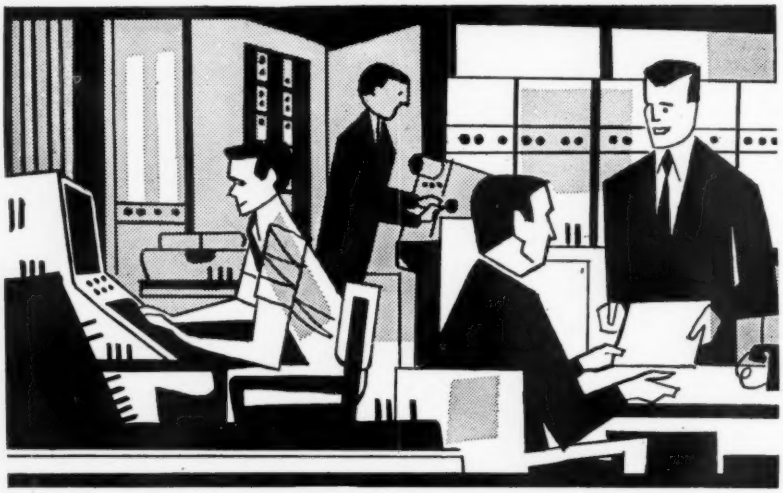

Pioneering since 1952—

office management

leads the field with its news and analysis of

AUTOMATION IN THE OFFICE

Since the appearance of the first discussion on the subject of Automation in the Office in the August issue of 1952, OFFICE MANAGEMENT has published articles on Automation on a regular basis to keep the office abreast of everything new on this modern technique. Here are some typical ones:

JANUARY, 1958
How to prepare an office for a computer installation
FEBRUARY, 1958
Basic steps in programming a computer for a single operation
by Ben Conway
JUNE, 1958
Why small companies may need automation even more than larger concerns
by Robert M. Smith
JULY 1958
Why small companies need automation even more than larger concerns
Part 2 Equipment for "Automation in the Office"

AUGUST 1958
Why small companies need automation even more than larger concerns. (Conclusion)
SEPTEMBER 1958
The role of automation in freeing managers for more creative work.
OCTOBER 1958
Why new computer coding techniques may accelerate pace of office automation — by Robert M. Smith
JANUARY 1959 (Yearbook Issue)
Effects of recession still felt in current trends in automation
by Robert M. Smith

WHAT IS AUTOMATION IN THE OFFICE?

Automation in the office is the use of the rapidly multiplying new systems developments and facilities of electronics to synchronize the functions of separate units of equipment into an overall operation. Importantly, while it can and does employ the latest in electronic computers and other new devices, it does not necessarily call for costly or experimental type of machines and equipment. Equipment presently in use in every modern office in America can be geared in one way or another to Automation.
As new progress is achieved and case histories are reported, OFFICE MANAGEMENT will carry the great story forward.

OFFICE MANAGEMENT

The Magazine for Management Executives
212 Fifth Avenue New York 10, N. Y.
A Geyer-McAllister Publication

AMA survey shows '57 executive pay raises offset by bonus cuts

The average top executive in American and Canadian industry continued to work for about the same compensation in 1957 as in the preceding year, the American Management Association's ninth annual survey of top management indicates. In previous years the members of this group had increased their average total compensation by 5 to 6 per cent annually.

The survey, conducted by the association's Executive Compensation Service, revealed that normal salary increases were offset by lower bonus payments, usually because of conditions over which the executive did not have direct control. This was a general trend even though the management task was more difficult during a recession year.

Wide variations were found between industry groups however. In fact, the survey reports that overall averages are misleading because of abnormal fluctuations within groups. In the report, compensation is classified according to 55 industries, and within each industry there is a further breakdown of 5 to 10 size groups based on sales volume.

More than 3,500 American and Canadian companies of all sizes and types complied with the survey by supplying confidential data on executive salaries, bonus payments and contributions to retirement plans. Salaries were reported as of the first of 1958 and bonus payments and retirement contributions as of the amounts earned or accrued in 1957 and paid early in 1958. However, since survey replies were received during the period from May through July, companies with fiscal years ending in the first and second quarters of 1958 were included.

Results of the survey were described by Dean H. Rosensteel, director of the AMA's Executive Compensation Service, as a direct reflection of the economic conditions existing during the period covered. Although seven out of ten companies reported sales and revenue increases augmented by continued capital expenditures and high consumer spending, these increases did carry over to profits. Only half of the companies whose sales increased also reported increases in profits, compared to between 70 and 80 per cent in more normal years.

Salary administration policies were

thanks to *automatic* xerography...

A. Z. Mellon, left, supervisor, reproduction department, at Westinghouse jet engine plant, Kansas City, and O. D. Lambirth, section engineer, examine a series of offset paper masters that emerge as a continuous roll at the rate of 20 feet a minute from the XeroX® Copyflo® 11 continuous printer, background. The Copyflo printer has cut Westinghouse's average cost of preparing a master from 40 to 8⅔ cents, and saved additional time and money in other paperwork duplicating applications.

Westinghouse of Kansas City Saves $35,000 yearly

A XeroX® Copyflo® 11 continuous printer—*automatic* xerography at its brilliant best—has reduced the cost of preparing offset paper masters by nearly 80%, and stepped up reproduction capacity 25 times at the Westinghouse jet engine plant, Kansas City.

In so doing the Copyflo printer is turning out clear, high-quality, paperwork reproduction at a faster rate than the division ever attained previously by any other method.

The Copyflo continuous printer is saving Westinghouse $35,000 yearly. Recent changes in plant operations that will permit greater utilization of the Copyflo printer are expected to double those savings.

Prior to its installation, the cost of preparing an offset paper master, for instance, was approximately 40 cents. Now it is 8⅔ cents.

Westinghouse previously could turn out only 200 masters a day. Recently, it prepared 617 *in one hour* on the Copyflo printer.

Reproduction work at the Aviation Gas Turbine Division in Kansas City consists largely of forms, sketches, engineering drawings, change notices, and specifications. An important part of the volume is the reproduction of operational lineups, of which 100,000 to 140,000 a month are turned out.

Of priceless worth to Westinghouse is the speed with which engineering-drawing changes now reach production lines. Changes are distributed sooner, thus saving tremendously in machining operations.

A Copyflo continuous printer is an automatic copying machine operating on the electrostatic principles of xerography to produce dry, positive prints or offset paper master ready for immediate use. The prints or masters—in enlarged, reduced, or the same size—emerge from the printer at the rate of 20 feet a minute on a 2,000-foot continuous roll 11 inches wide.

Wherever fast and economic copying of thousands of *different* documents is the need, look to the Copyflo continuous printer for the happy solution. For full details write HALOID XEROX INC., 59-241X Haloid Street, Rochester 3, New York. Branch offices in principal U.S. and Canadian cities.

HALOID XEROX®

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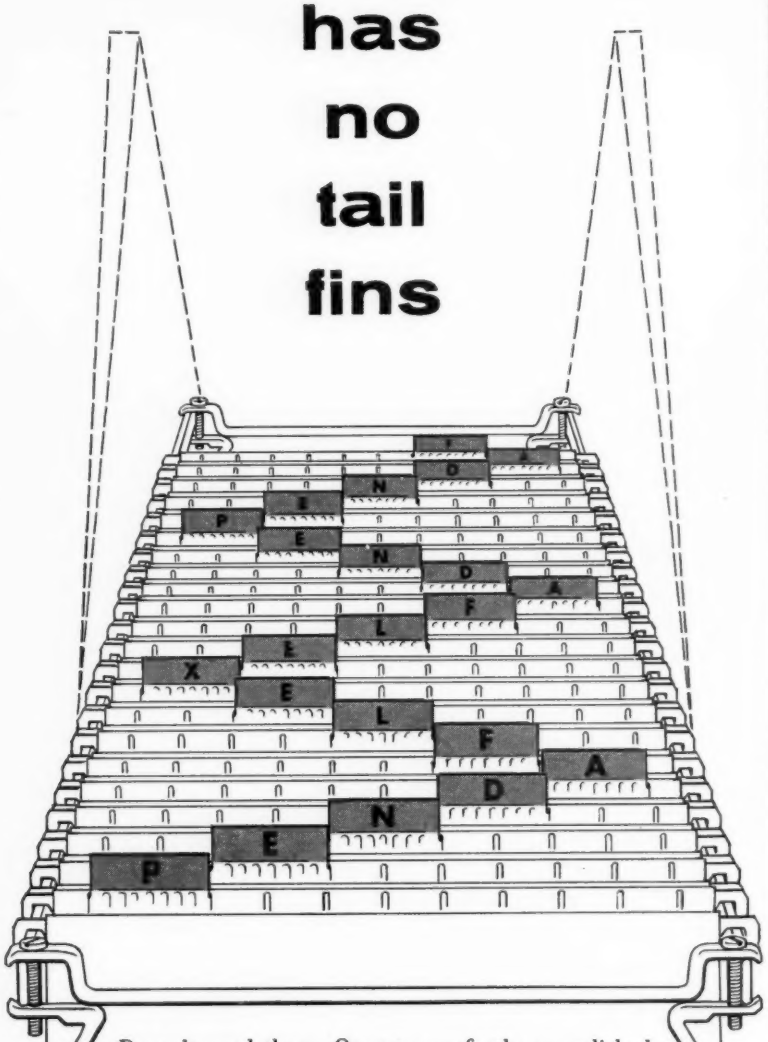
Why PENDAFLEX® has no tail fins



Doesn't need them. Operates perfectly on polished metal rails. Built-in speed and accuracy of hanging, sliding Pendaflex folders makes every file clerk a Barney Oldfield. Cuts corners beautifully . . . financial corners, that is . . . with super-efficient "keyboard" file selection.

Full details optional at no extra cost when you send for free file analysis. Mail coupon today.

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unaffected during the period covered by the survey, the report shows. Higher salaries than in the previous year were paid to 47 per cent of the positions included in the study; lower salaries, to 11 per cent; and the same salaries, to 42 per cent. These percentages do not differ materially from those of more normal years. Nor did the size of salary increases, which normally range from 5 to 15 per cent of salary, appear to change during the survey period.

Mr. Rosensteel explained the relatively static salary situation by pointing out that compensation at the executive level is both reward for past performance and incentive for future performance. It does not vary directly with business conditions, he said. And, Mr. Rosensteel added, performance is not necessarily measured against the immediately preceding period.

Canadian firms seeking U. S., European partners now listed

American and European companies seeking to have their products manufactured and marketed in Canada by Canadian industry can save themselves a great deal of time and effort by consulting the Canadian government, according to the Canadian Department of Trade and Commerce.

A publicity and contact service, designed to inform, and invite response from, those Canadian firms interested in specific proposals from the United States and Europe has been developed by the Industrial Development Branch of the Department.

A mailing list has been built up of a thousand or more Canadian manufacturers and others who have expressed an active interest in securing products for manufacture on a license and royalty basis in Canada. A regular bulletin is sent to this list of firms giving details of inquiries from American and European manufacturers.

Items published in this bulletin are also published in the Canadian business weekly, "Financial Post," (circ. 60,000) and in "Industrial Canada," (circ. 7,000) the monthly magazine of the Canadian Manufacturers Association. In this way, it is possible for an American manufacturer with a successful product, design, or process to bring it to the attention of practically all interested Canadian manufacturers. The Industrial Development Branch takes no part in subsequent negotiations, but acts only to provide

It used to play music . . . now it writes your letters!

Auto-typist record "memory" roll operates the typewriter to write personalized letters . . . by automation!

Remember the player piano and how it played music as if by magic? It was the *roll* with its perforations that played the notes. Similarly, Auto-typist's paper record "memory" roll . . . heart of the Auto-typist . . . "plays" the keys on the typewriter to write your letters . . . automatically and accurately! Auto-typist eliminates routine typing and dictation, and is the answer to any volume repetitive correspondence problem.

Auto-typist can be used with any standard model typewriter, and one person can produce 100 to 125 letters a day . . . 3 to 4 times normal manual typing output! And, it's so simple . . . precomposed numbered letters or paragraphs are perforated on the paper record memory roll, which will store up to 250 lines of copy. Letters or paragraphs are numbered to correspond to push-buttons, then Auto-typist automatically picks them out and types them perfectly! Manual insertions can be made at any time. See how Auto-typist can save you money!

Send coupon for full information, and get your free copy of the new booklet, "60 Best Business Letters" to help you with your correspondence. Covers all types of business.

Auto-typist

American Automatic Typewriter Co.
Dept. 142
2323 N. Pulaski Road, Chicago 39, Illinois

Gentlemen:

Please send me full information about Auto-typist and free booklet, "60 Best Business Letters."

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Company and Title .....

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MANUFACTURERS OF AUTO-TYPIST, COPY-TYPIST AND CABLE-TYPIST

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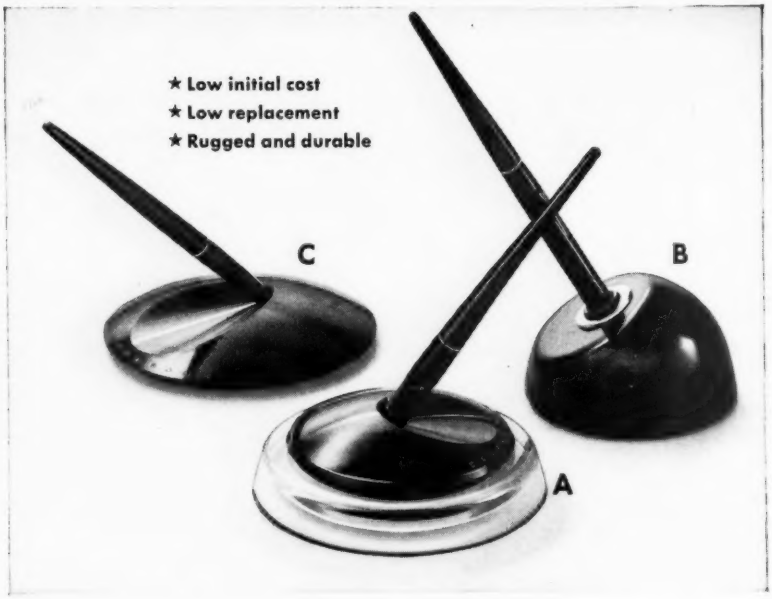

These desk sets save replacement and repair dollars!

It's a fact! Almost all pen repair problems result from dropped or abused points. It's no problem for *you* if your company distributes Esterbrook desk sets to employees. Esterbrook's 32 precision points are *instantly* replaceable—fit all Esterbrook pens, *regardless* of model.

And, Esterbrook desk sets are *value* priced—always *dependable!*

Esterbrook FEED-MATIC* base desk set

A

Holds up to 6-month supply of ink. Reservoir in base seals ink against evaporation and dust—feeds enough ink to the point to write *500* words. Spill-proof. Black, colors (Model 444). **$4.50†**

Esterbrook DESKMASTER* fountain pen desk set

B

Fastest selling desk set in America—Esterbrook's precision fountain pen in a lustrous, porcelain base. Compact, efficient. In popular colors and black (Model 112). Black **$3.75†**

Esterbrook RECORDER* ball point desk set

C

Writes 6 months in normal office use—A truly dependable ball point! Comes in choice of ink colors, fine *or* medium point. Deluxe Black, colors, $3.95† Black **$2.95†**

All desk sets available with chain and adhesive base for public counter use. Also doubles for use with two ink colors.

†List price per single unit. See your supplier for quotations.

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*T.M.—The Esterbrook Pen Co.

10-DAY FREE TRIAL—Get one of these quality Esterbrook desk sets from your regular dealer. Use it 10 days. If you aren't completely satisfied, return it to your dealer with *no cost to you.*

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enough information to stimulate Canadian firms to contact the United States firm, the Department reports.

The service has been instituted in the belief that, between the two extremes of reaching the Canadian market by export, and reaching it by the establishment of a branch plant, a third and better form would be to license manufacturing and marketing rights to Canadian firms in return for royalties. Several Canadian companies are reportedly searching for new lines which they can add to their regular production, even though new capital investment might be required.

Any American firm desiring to avail itself of the publicity service is urged to contact the office of the Canadian Consul and Trade Commissioner, 1412 Garland Bldg., 111 N. Wabash Ave., Chicago. The American company should be prepared to furnish a full description of the product; production costs; sales volume in the U. S. or elsewhere; extent of patent protection, especially with regard to Canada; the kind of Canadian partner wanted, and the general terms of licensing arrangement expected.

Commerce Department predicts further '59 economic growth

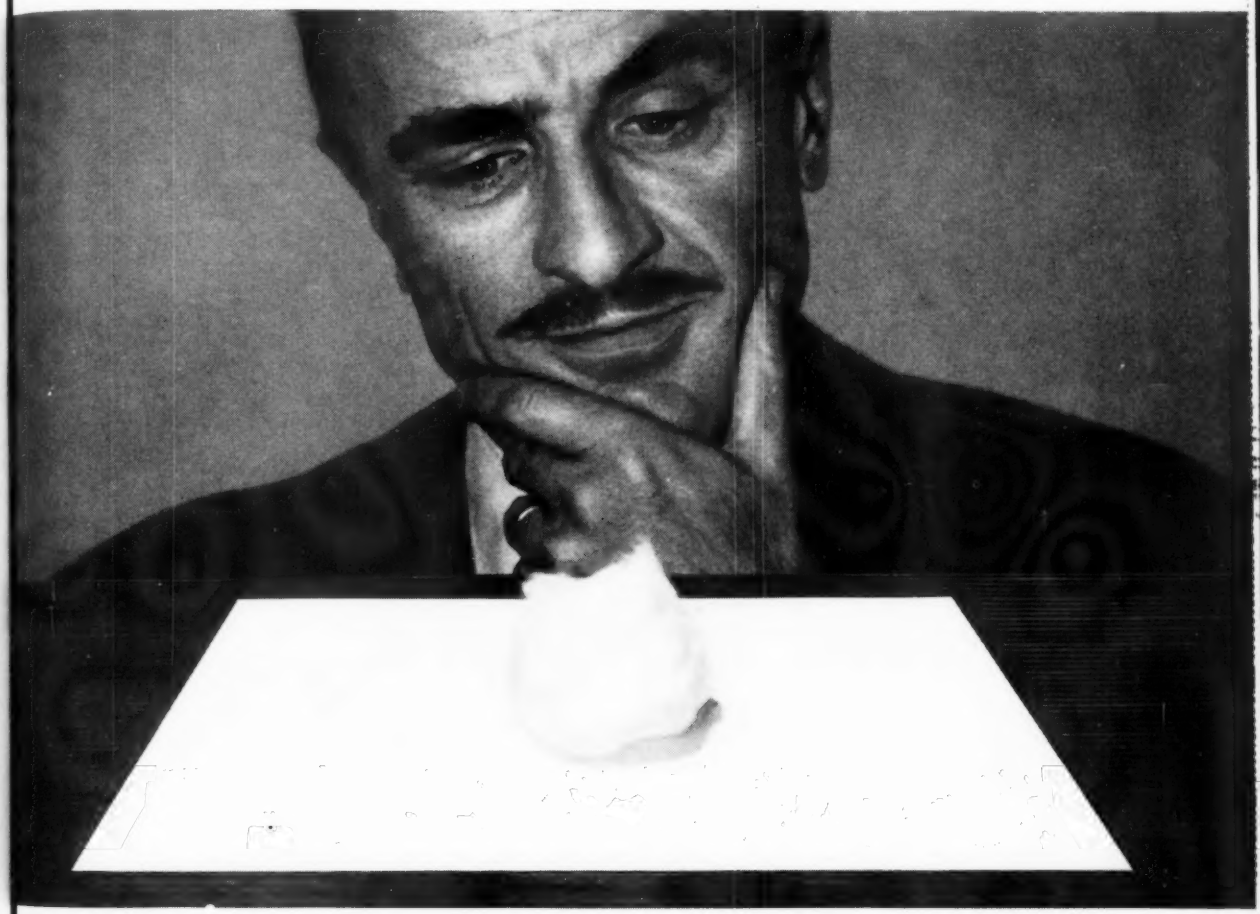
Further improvement in the state of the economy during 1959, and a continued economic growth in the next decade, is being forecast by governmental departments and private trade associations.

Lewis L. Strauss, Secretary of the Department of Commerce, noting that the overall economy has regained the record high reached in mid-1957, recently reported that "the prospect is for further improvement." Substantial gains made at the end of 1958, he said, "establish an upward momentum which can be expected to carry the economy to new levels in 1959."

Conceding that a few economic indicators, such as automobile production, a slow rate of investment, and the reduced but still abnormal level of unemployment are not encouraging, Strauss remained optimistic. On the plus side, he declared, the total gross national product in the fourth quarter of 1958 broke all previous records in value and, allowing for price rises, the physical volume of output is estimated to equal the peak attained in 1957.

"The impact of increasing population, and the continuing flood of invention and technological progress,"

International Paper announces dazzling new SPRINGHILL® BOND



Amazing new bond paper is actually whiter than surgical cotton—yet costs no more than "off-white" bonds!

ABOUT A YEAR AGO, a brilliant new bond paper started rolling off a machine at International Paper's Mobile mill.

It was extraordinarily white. Countless tests by a famous research laboratory proved that it was *measurably whiter* than surgical cotton, salt, even chalk!

Extremely printable

Springhill Bond is more than just white. It's level and uniform, too. And *crisp*. Just try to pick up a sheet without making a crackling noise!

We insure excellent printing results by cutting a sample ream from every reel and having it tested on actual printing presses. Springhill Bond is made to order for offset and letterpress printing.

Compare Springhill Bond for whiteness, for finish, for opacity, for "crackle." We think you'll agree, you just can't offer your customers a finer unwatermarked bond.

New Springhill Bond and Mimeograph are available in white and six colors in a full range of stock sizes and weights. The Springhill line is also available in Duplicator and Ledger papers.

Look for this attractive new design. Handy "zip" openers on 8½ x 11 reams. All cartons polyethylene-lined to control humidity.

INTERNATIONAL PAPER 220 East 42nd Street, New York 17, N.Y.

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Photographed at Connecticut General Life Insurance Company, Hartford, Conn.

Now, one Mary with Macey can do what 13 used to do!

Mary and the Macey *Collator Stitch-A-Fold* system can feed, collate, stitch and fold 36,000, 6x9″ sheets of paper (3,000 booklets) an hour — *the same work that normally takes 13 people working top speed.*

The Macey Collator handles sheet thicknesses from onionskin to cardboard, and it's accurate . . . never needs a coffee break.

The Macey Stitch-A-Fold jogs booklets perfectly; staples them; folds them into finished booklet form, ready to mail.

One girl can work these two machines in tandem to bind your own books — from single sheets to finished form. The system pays for itself in months.

FREE SURVEY OF YOUR PLANT OR OFFICE

Want to find your collating and paper gathering costs (including *hidden* costs)? We'll do a free survey of your plant or office without interrupting any work schedules. Write today, no obligation.

HARRIS INTERTYPE CORPORATION

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A Subsidiary of Harris-Intertype Corporation

13835 Enterprise Avenue, Cleveland 35, Ohio

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Strauss stated, "are part of the base for a prosperity which should surpass anything we have experienced."

The Department of Commerce announced that the annual overall survey by its Business and Defense Services Administration indicates that industry looks optimistically to 1959 operations.

The survey consists of a consensus of industry and government experts in each of the 75 industrial segments of the economy. Key elements in the anticipated improvement revealed by the poll are automobile production, now estimated at 5.5 million, a record construction estimate of $52.3 billion, and steel output figured at between 105 and 110 million tons.

In Short—

Diebold team teaches electronic data processing methods in six countries

United States experience in computers and automatic data processing was shared with businessmen from six European countries when a team from John Diebold & Associates, American data processing consultants, presented a series of courses last fall in France, Germany, Switzerland, Holland, Italy and Sweden.

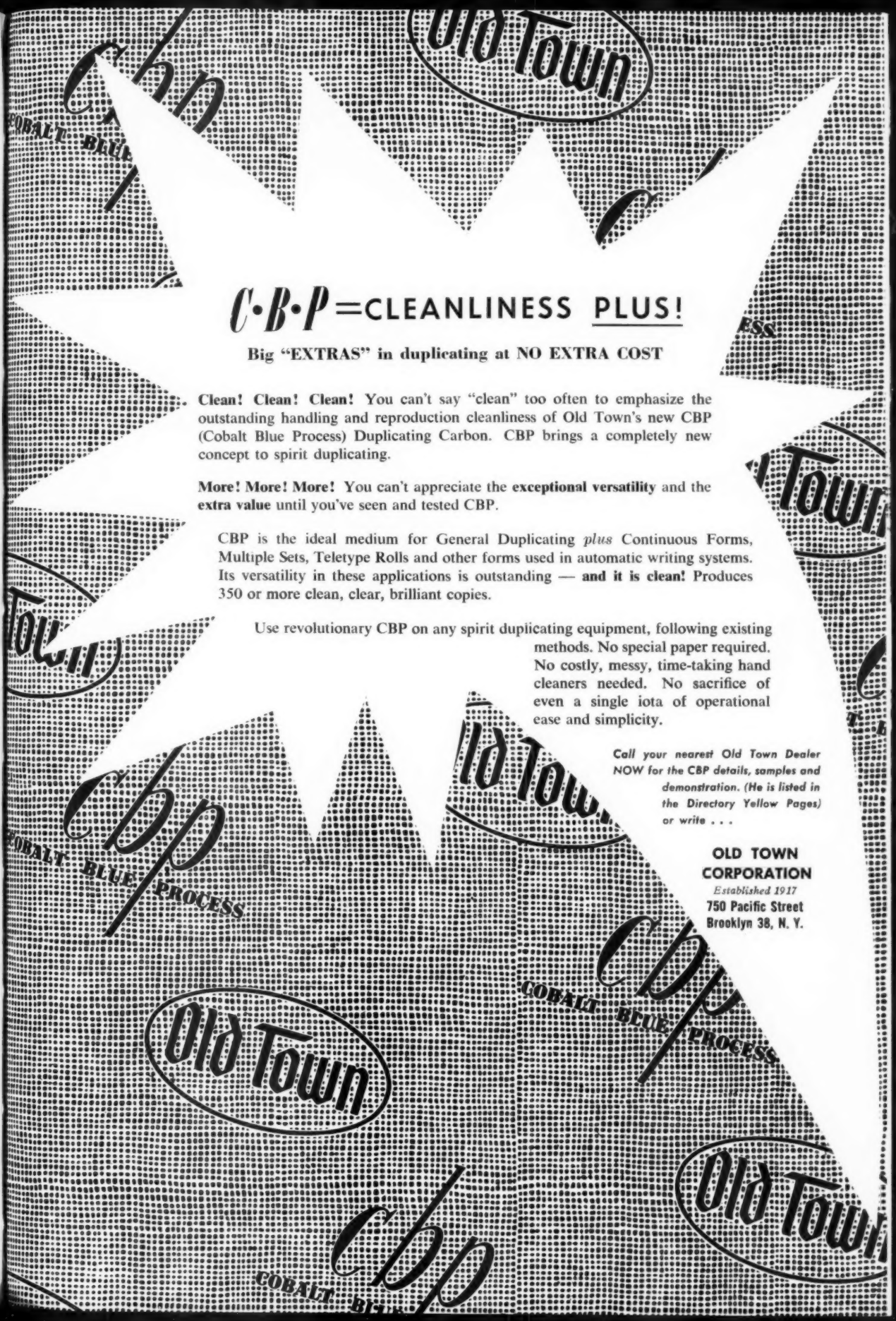
Directed to European businessmen, the programs covered the management aspects of planning and organizing for electronic data processing. A similar series of courses earlier last year attracted 350 Europeans who wished to learn about American experiences in this field. In finding out how American companies had handled the new techniques and concepts in data processing, European businessmen, sought to avoid making any mistakes in their own programs.

American consultants on the staff of John Diebold & Associates, Douglas J. Axsmith and Louis B. Marienthal, taught the courses. Simultaneous translation was used to eliminate the language barriers.

John D. Brush & Co. purchases Security Wall Safe Co.

John D. Brush & Co., Inc., Rochester, N. Y., manufacturer of personal safes, has recently purchased the Security Wall Safe Co. of Boston, Mass. Purchase includes trademarks, patents and all assets of the company.

Since 1929, the Security Wall Safe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Clean! Clean! Clean! You can't say "clean" too often to emphasize the outstanding handling and reproduction cleanliness of Old Town's new CBP (Cobalt Blue Process) Duplicating Carbon. CBP brings a completely new concept to spirit duplicating.
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Use revolutionary CBP on any spirit duplicating equipment, following existing methods. No special paper required. No costly, messy, time-taking hand cleaners needed. No sacrifice of even a single iota of operational ease and simplicity.
Call your nearest Old Town Dealer NOW for the CBP details, samples and demonstration. (He is listed in the Directory Yellow Pages) or write . . .
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If you want your office geared to future operations request a copy of this portfolio . . . ask for number 144. Then, get in touch with your nearby authorized Peerless Distributor. You'll find he's a good man to know.
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Modulettes open the way to new frontiers in office furniture arrangements—and office efficiency.

Peerless Modulettes are numerous modular units that can be combined and arranged in seemingly endless groupings. Office furniture groups that can assume *your* individual system of functional operation.

Valuable space can be conserved. Office operation costs can be reduced.

Use Readers' Inquiry Coupon on Page 80

Co. has been engaged in the manufacturing and marketing of small wall safes. John D. Brush & Co. had been under contract with Security for the past few years, allowing the former to produce the small safe in addition to its own line of floor safes and larger wall safes.

With the purchase of the Security Co., John D. Brush hopes to offer the smaller safe at a considerably lower price, and to develop new markets for it.

National Career and Job Show designed to bring together "Job and the Man"

The interest of nationally known companies in seeking skilled professional personnel and college graduates as trainees will be catered to during the first annual National Career and Job Show, April 8 to 12, 1959, at the New York Trade Show Building.

Arranged by John F. Burke, president of National Career and Job Show, Inc., and Arthur Cole, vice president, the exposition is designed to bring together the job and the man. A series of seminars and general meetings on aspects of specialized training, personnel problems, and management policies will also take place during the five-day show.

Invited to the exhibit are industry, colleges, vocational and trade schools, building trades, employment agencies, business schools, banks, and others.

Reynolds Metals Co. announces new standard curtain wall system

Development of a standard curtain wall system for one- and two-story buildings has been announced by Reynolds Metals Co. Components of the new system include mullions, Reynolds 500 Series Intermediate Projected Windows, spandrel panels and miscellaneous accessory metal parts.

Spandrel panels are aluminum-faced and backed, and are available in a 1 3/16 inch styrofoam lamination, or in a ½ inch cement-asbestos lamination. Exterior aluminum surfaces of spandrels are coated in a choice of 20 enamel colors. Interior aluminum surfaces are natural, mill-finish aluminum ready for painting.

The new curtain wall will be marketed through contractor-erectors interested in selling and erecting a standard, fully engineered and fabricated wall system.

Are Your Filing Methods As Fast as Your Machines?

ACME VISIBLE

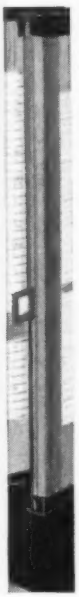
speeds the availability of source material

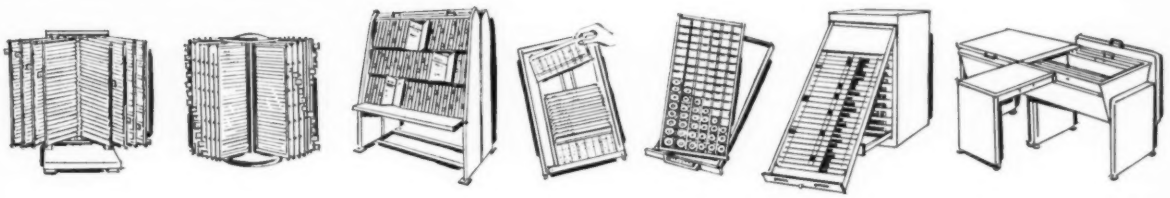
provides accessible filing for the products of

AUTOMATION

Electronic machines produce punched cards and tapes at astounding speed. Once punched many become permanent records to be used over and over again. Acme Visible Records and equipment provide for filing and fast finding, with SEEABLE indexing speed handling of this material to keep pace with machines.

ACME CARD HOLDERS with edge punched cards speed data input into high speed computors for tabulation and payment of fees to song writers and publishers. Conversion to this efficient automation control reduced personnel 50%, space 75% and increased production over 400% because now 40,000 cards do the job that formerly required 1,000,000 cards.





DESK STANDS ROTARIES FLOOR STANDS CARD HOLDERS TRAYS CABINETS EXPANDER CABINETS

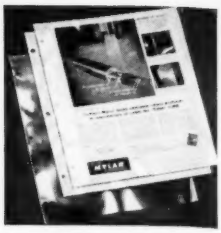
Acme makes the most complete line of visible record equipment in the world. Let us show you how to save time, labor and money with an Acme Visible Record System designed to meet your specific requirements.

ACME VISIBLE RECORDS, INC.
Crozet, Virginia
District Offices and Representatives in Principal Cities

ACME VISIBLE RECORDS, INC., Crozet, Virginia
We are interested in filing Y-259
☐ Tapes (approx. length)_____
☐ Edge-punched cards
☐ I.B.M. Cards
} _____ (Approx. number of records)
☐ Have representative call. Date_____ Time_____
Company_____
Attention_____
Address_____
City_____ Zone____ State_____

Use Readers' Inquiry Coupon on Page 80

SHEET PROTECTORS. Here's how to prove the strength of "Mylar". Hook "Mylar" to a sheet protector of ordinary material . . . then pull. Even though it's much thinner, sheet protector of "Mylar" remains intact!



SHEET PROTECTORS

JOB TICKET HOLDERS

INDEX TABBING

REINFORCED SHEETS

BLANK TABBING

MAGAZINE JACKETS

INDEX-CARD HOLDERS

BOOK COVERS

New stationery items of brilliantly clear, tough Du Pont Mylar® can help save space . . . cut replacement costs

Wherever stationery items of DuPont "Mylar"* polyester film are used, the story is the same: greater efficiency, economy and space savings.

"MYLAR" IS TOUGH. "Mylar" resists wear and tear; it's impervious to most chemicals. That's why it outperforms other materials in items like job ticket holders, where transparency must be retained through repeated exposure to moisture, grease . . . even acid fumes.

"MYLAR" IS THIN. You get all the advantages of long-lasting strength plus space-saving thinness. For example, you can put *up to 35% more sheet* protectors of "Mylar" in a ring binder than you can using sheet protectors of ordinary materials.

"MYLAR" IS BRILLIANTLY CLEAR. Its sparkling clarity is a valuable asset in making important sales presentations . . . it adds extra eye appeal. And, this transparency lasts through the years, for "Mylar" will not discolor or crack with age.

So be sure to capitalize on the money-saving advantages of this amazing film. The next time you order, specify "Mylar" to your stationery supplier. For sample demonstration sheet write: The Du Pont Co., Room OM-2, Film Department, Wilmington 98, Delaware.

Du Pont manufactures the base material "Mylar" — not finished sheet protectors. *"Mylar" is Du Pont's registered trademark for its brand of polyester film.

DU PONT
REG U.S. PAT OFF
BETTER THINGS FOR BETTER LIVING
. . . THROUGH CHEMISTRY

DU PONT MYLAR® POLYESTER FILM

Use Readers' Inquiry Coupon on Page 80

Books and Pamphlets

ELEMENTARY MATHEMATICAL PROGRAMMING, by Robert W. Metzger. 246 pages. John Wiley & Sons, Inc., 440 Fourth Ave., New York 16. $5.95.

Attempting to steer a middle-of-the-road course between the two extremes of writing either too generally or too technically, Mr. Metzger takes a variety of programming methods, and explains them in detail via illustrative problems taken from live situations. Distribution methods, the simplex method, approximation methods, and additional approaches to scientific business are treated as they relate to product allocation, distribution and shipping, market research, job and salary evaluation, materials handling, and other areas in which operations research has proved beneficial. Mathematics and notation are developed gradually as the author endeavors to give a clear picture of the techniques involved in formulating and analyzing solution methods.

AUDITING — A CPA REVIEW MANUAL, by Benjamin Newman. 685 pages. John Wiley & Sons, Inc., 440 Fourth Ave., New York 16. $12.95.

The essential subject matter of auditing, and the range of information on which the CPA candidate may expect to be examined, are dealt with in this manual written by the editor of *The New York Certified Public Accountant.* Fundamental principles, their meaning and application, and their relationships are emphasized. Mr. Newman views auditing as an integrated system containing specific areas of auditing responsibility as well as basic approaches and techniques. He combines his textual presentation with solution guides to a number of prior CPA examination questions. Frequent reference is made to the auditing pronouncements of the American Institute of Certified Public Accountants.

MANAGEMENT AND ORGANIZATION, by Louis A. Allen. 364 pages. McGraw-Hill Book Co., Inc., 330 W. 42nd St., New York 36. $7.

Blending the theoretical and the practical, this volume presents a concept of each major area of management and organization. It then shows

a completely new office photocopy process . . .

Peerless Photo Products, Inc.
Shoreham, Long Island, New York

Gentlemen:

Please send me information about QUICK SILVER, the completely new office photocopy process which:

1. makes unlimited copies of superior quality from one negative.
2. makes right-reading copies in one-sheet operation.
3. eliminates peel-apart and throw-away sheet.
4. can be adapted to any office copy equipment.
5. cuts cost, time and labor.

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COMPANY _____

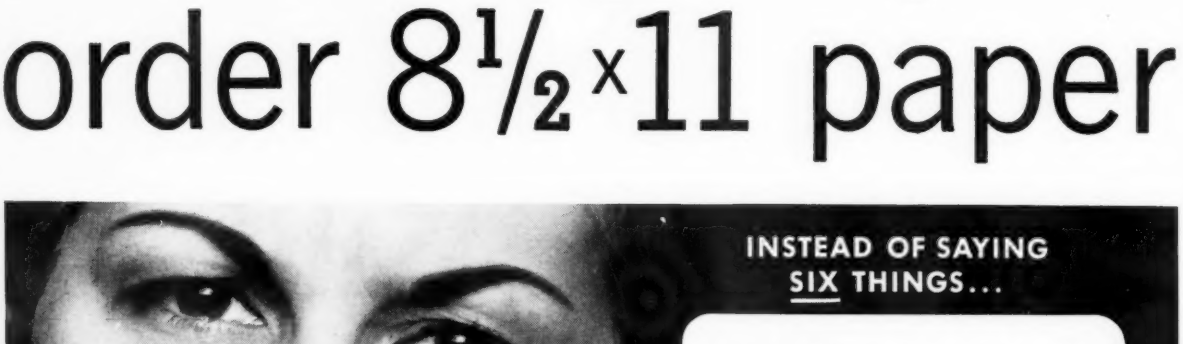
STREET _____

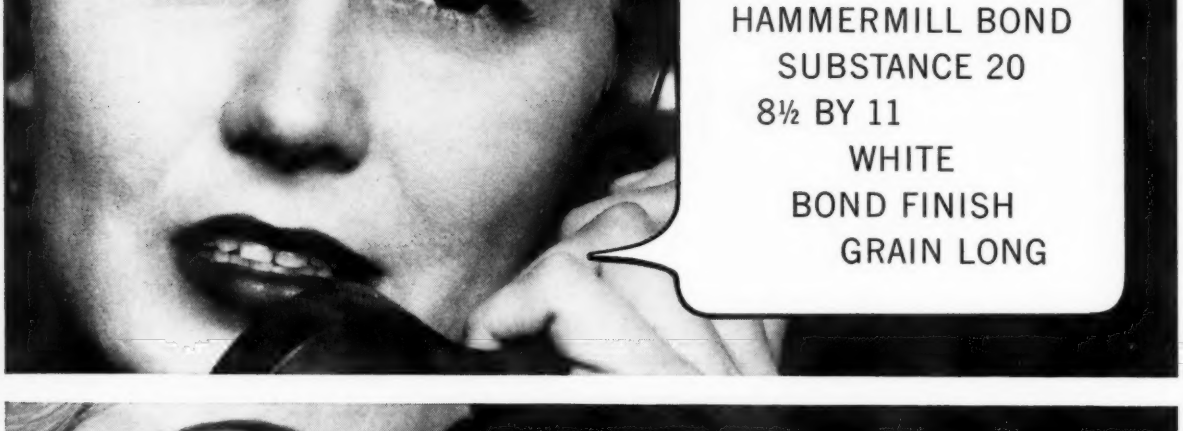
CITY _____ ZONE _____ STATE _____

OM-2

Use Readers' Inquiry Coupon on Page 80

New easy way to order 8½ x 11 paper





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HAMMERMILL GRAPHICOPY® PAPERS

(*From Page* 14)

how each principle is interpreted and applied in outstandingly well-managed companies. With step-by-step methods and examples from actual situations, the book covers such topics as designing the organization structures; the process of delegation; centralization and decentralization; staff and line relationships; top management organization; and changing the organization. Among other things, the author identifies five kinds of work a manager must excel at these days to be recognized and compensated as a skilled exponent of scientific management. Mr. Allen bases his book in part on the results of a three-year analysis of 168 leading company managements.

Coming Events

Eleventh Annual Industrial Engineering Institute. Berkeley, Calif., February 6-7.
Sponsor: University of California.
Place: Berkeley Campus.

ABA Midwinter Trust Conference. New York, February 9-11.
Sponsor: American Bankers Association.
Place: Waldorf-Astoria Hotel.

AMA Seminar: Decisions and Policies in the Purchase and Use of Office Machines and Equipment. Dallas, February 18-20.
Sponsor: American Management Association.
Place: Statler-Hilton Hotel.

NAA Regional Conference. Tulsa, Okla., February 27-28.
Sponsor: National Association of Accountants.
Place: Hotel Mayo.

CIA Southern Regional Conference. New Orleans, March 5-7.
Sponsor: Controllers Institute of America.
Place: Roosevelt Hotel.

ABA Installment Credit Conference. Chicago, March 9-11.
Sponsor: American Bankers Association.
Place: Conrad Hilton Hotel.

AMA Seminar: Reducing and Controlling the Costs of Office and Administrative Overhead. New York, March 9-11.
Sponsor: American Management Association.
Place: Astor Hotel.

NAA Conference: Experience with Direct Costing. Cleveland, March 12-14.
Sponsor: National Association of Accountants.
Place: Hotel Statler.

Eighth Annual Systems and Procedures Conference. San Francisco, March 20.
Sponsor: University of California.
Place: Fairmont Hotel.

OMAC Seminar and Business Show. Chicago, March 23-26.
Sponsor: Office Management Association of Chicago.
Place: Conrad Hilton Hotel.

Conference: Human Factors in Supervision and Leadership. Berkeley, Calif., April (exact date not yet set).
Sponsor: University of California.
Place: Berkeley Campus.

NAA Regional Conference. Baltimore, Md., April 3-4.
Sponsor: National Association of Accountants.
Place: Lord Baltimore Hotel.

with the EDITORS

Harassed bookkeeping departments which have just completed the annual compilation of W-2 certificates for employees will be unhappy at the evident progress that the withholding tax principle is making in several states concerned over their tax income. The new administration in New York is giving very serious study to a withholding tax plan, and Massachusetts, Oklahoma, North Carolina, Wisconsin, and Missouri, according to *The Wall Street Journal,* are also interested in the idea. Ten states, and the District of Columbia already employ a withholding tax on personal incomes; if the states now considering such a tax plan should put it into effect, it would mean that over half of all the states which have personal income taxes would have transferred the tax collection chore to the employer.

From the viewpoint of the state administrations, withholding is undoubtedly a good idea—which is one reason, of course, why its adoption in most instances can be taken as a foregone conclusion. A management study in New York a few years ago showed that the discrepancy between the number of taxable incomes reported to the Federal Collector of Internal Revenue, and the number of tax reports filed by individuals with the State Tax Collector was very large; it was perfectly obvious that a great many people, taxed automatically for Federal income taxes through the withholding procedure, were simply not bothering to file state tax returns. Whether withholding is really the only means a state government has to overcome the loss of income represented by its non-reporting citizens is a moot point: what is certain is that withholding, from the state's point of view, is the easiest way to overcome the reluctance to file tax returns displayed by so many wage earners, and also gives the state a source of current income at a time when the budget badly needs it.

But with reporting and collecting responsibility placed on the employer, it all means that more calculations, more changes of records, and more re-calculations as family and dependency situations change, will have to be made in the bookkeeping departments of American business. To the old adage that nothing is more certain than death and taxes, a corollary inevitability, paperwork, might well be added.

It all helps to illustrate why there is such certainty, among many farsighted analysts, that automation won't really cut the total number of clerical workers needed; at best it will make it possible for an ever-increasing number of clerical workers to stay on top of the ever-increasing administrative burden.

Robert M Smith
Editor

COMPUTYPER®
Automatic billing department in one desk

AUTOMATIC INPUT-OUTPUT DEVICES

JUSTOWRITER® Automatic justifying type-composing machine

SELECTADATA® Automatic tape reader-selector-sorter

TELEDATA® Automatic tape transmitter-receiver

ADD-PUNCH® Automatic code tape adding-listing machine

FRIDEN CALCULATOR *The Thinking Machine of American Business*

FRIDEN NATURAL WAY ADDING MACHINE

FRIDEN MAILROOM EQUIPMENT

FLEXOWRITER® Automatic tape writing-accounting machine

WHAT you are looking at (*see left*) is the business story of the year—a simple, sure, almost incredibly efficient automation method known as FRIDEN TAPE-TALK. This strip of Friden punched paper tape contains part of an invoice . . . figures *and* words, written out, calculated and related, captured in the holes. Data has been punched here by one of the Friden Tape-Talk units, and the same or another similarly talented Friden Tape-Talk unit can extract it again from the holes, restore it to conventional, readable form. Or the invoice tape itself can command other machines to reproduce selected data for other accounting or statistical purposes. *All automatically*—without chance for errors, without operator decisions or even manual movements. Each Friden Tape-Talk unit is practically a "system" in itself. You're on your way to an Automatic Office the day your first Tape-Talk unit goes on the job.

Friden Creates A New World For Business

Friden
has the system

Watch a demonstration **of the Friden automatic machines that seem best qualified to lick your toughest office problems. Invite in your nearby Friden Man or write Friden, Inc., San Leandro, California. Friden sales, service, instruction available throughout U.S. and the world.**

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Use Readers' Inquiry Coupon on Page 80

How to design forms for the machines used in integrated data processing

The best IDP system will not be completely effective unless the forms on which information is summarized are properly designed for machine printing —

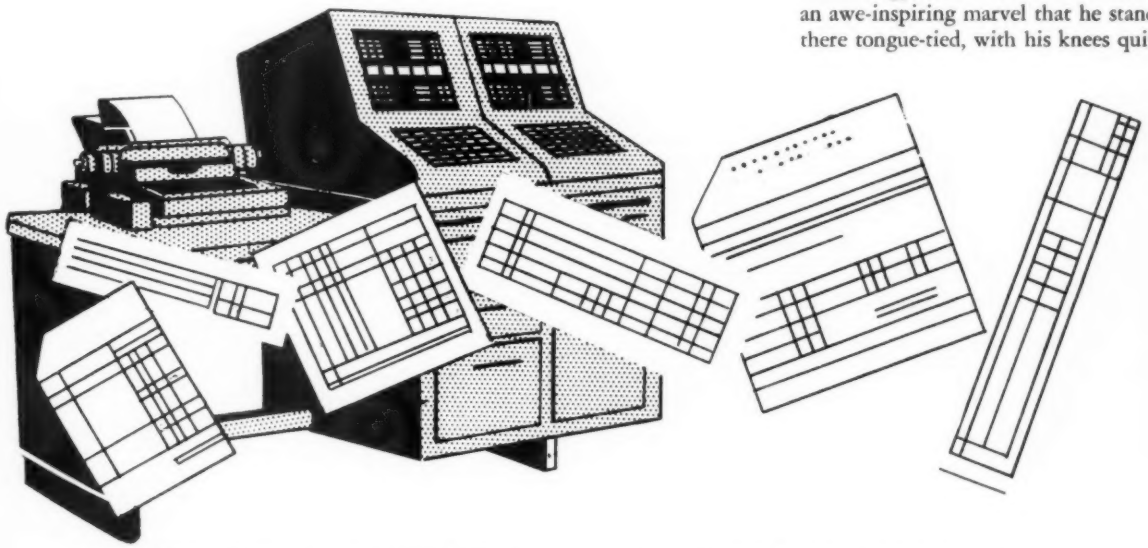
by Ray Marien
Forms and Procedures Manager
Olin Mathieson Chemical Corp.

SOME CALL it I.D.P., some call it E.D.P., and still others call it A.D.P. By any combination of initials, it adds up to the same thing—a *one-writing* system for processing data. Actually, you can have integrated data processing in your company right now and not recognize it because it is basically so simple you never associate it with high-flown terminology. I am referring of course, to the hectograph master system. Isn't that integrated enough? One typed master can be used repeatedly for labels, production orders, shipping papers, and invoices. The same would apply to the use of paper offset masters with overlays. In both these systems the basic writing occurs just once: thus, it fits the principle of "one-write" data processing.

In the more commonly accepted meaning of those alphabetical designations however, a common language medium such as a five channel tape, or a punched tabulating card is employed. Yet it should be remembered that simpler operations can benefit from the less complex I.D.P. systems. The important point to bear in mind is that your main purpose, regardless of the medium employed, is to cut down on the amount of repetitious clerical work, whether it be handwritten or typewritten.

Another thing—it cannot truly be called E.D.P., unless the equipment is electronically manipulated, so perhaps the best all-around designation is I.D.P., for it includes everything from the hecto master through the use of giant electronic brains that require a battery of trained technicians to operate them.

For the purpose of this article we have deliberately attempted to simplify the meaning of I.D.P. so that the reader will realize that once he gets past the terminology he is not faced with such an awe-inspiring marvel that he stands there tongue-tied, with his knees quiv-



Information may be transformed into tape or cards en route, but it ends as ink on paper

ering like harpstrings. Essentially, the equipment used in most I.D.P. installations is not so complicated that the principles of its operation cannot be understood in a reasonable length of time.

F.D.R. once said, in speaking of the Great Depression, "The only thing we have to fear is fear itself!" I'd like to paraphrase that remark and apply it to I.D.P. equipment: "All we have to understand about it, is that it is not difficult to understand!" Now I am not implying that it is kid-stuff and within the realm of your 12-year old son. But I *am* saying that a reasonably intelligent adult should not find it difficult to comprehend. Now that I've hammered that point home, (I hope!), let us get down to the essentials of forms design as related to I.D.P.

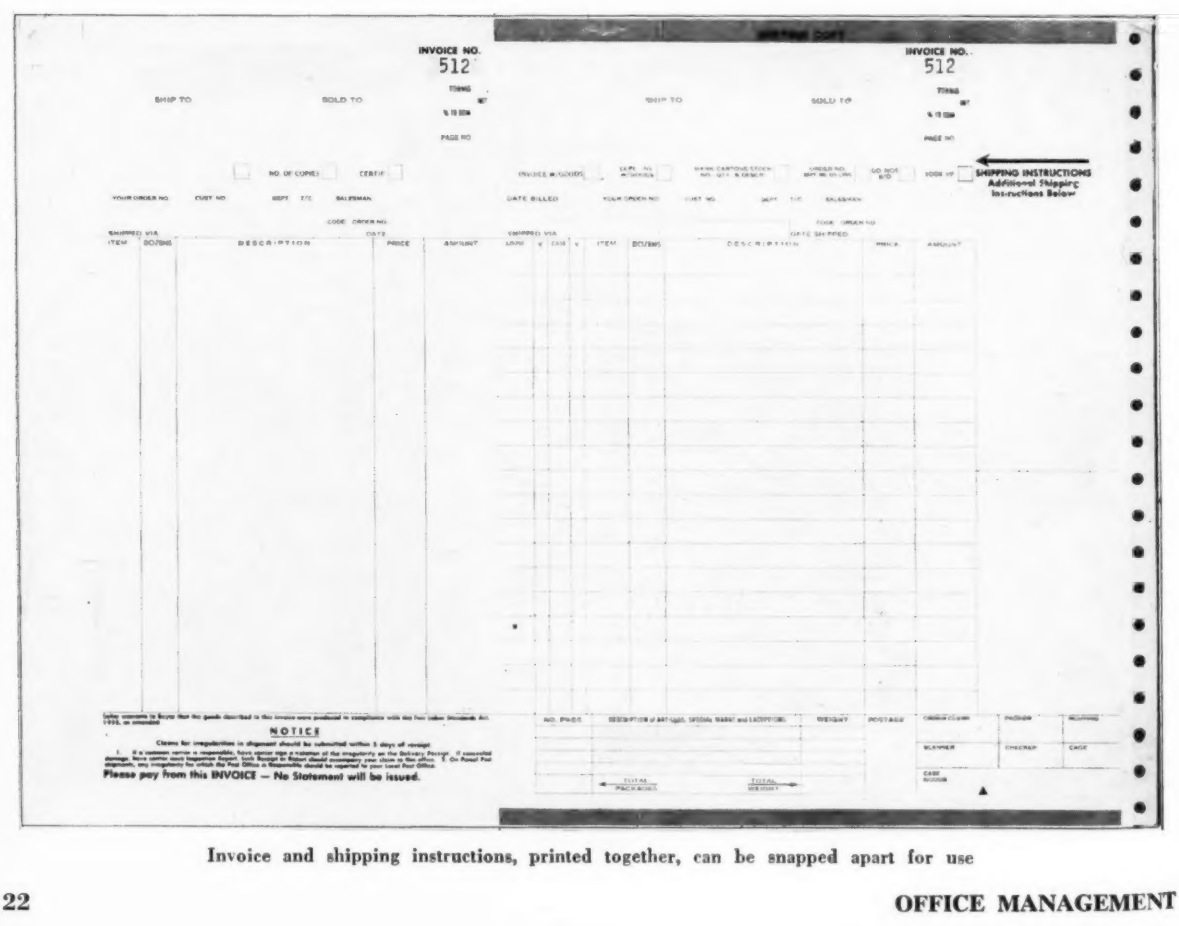
First of all, pieces of I.D.P. equipment were designed to use business forms of one kind or another. People still want tangible data in their hands. The day is not yet here when we all lie back on lounge chairs and electronic marvels feed us the data by transmitting it over our brain-waves and registering it inside our craniums. We have it in writing. Hence the machines spew it forth, ultimately, in written form. It may be transformed into tape or cards or magnetic drums en route but when it finally comes out it's in a form we all recognize, ink on paper. So, if the end result is a business form, that makes it sound somewhat simpler, does it not? Those of you who know forms design realize that machines have limitations in printing. Once we recognize those limitations and make provision for them, we're in business and the I.D.P. form is practically on the drawing board.

What are some of these limitations? Well, foremost among them is the number of characters per inch or per line. The Univac high speed printer, for instance, takes six characters to the inch on standard vertical spacing, with ten to the inch horizontally. Does that sound awfully complicated? I hope not, because it's exactly the same as on a standard manual typewriter with pica type!

The next thing to consider is the width of the writing line. Well, even a typewriter has a limit to its carriage, so obviously there must be limits to a piece of I.D.P. equipment. On the Univac high speed printer for example, the maximum printing width is 13 inches while the form itself can be up to 27 inches wide or as narrow as 4 inches.

The I.B.M. 407 accounting machine takes a form from 4¼ inches to 16¼ inches wide—hole to hole, with a maximum printing area of 12 inches. The horizontal spacing once again is ten to the inch, while the vertical spacing can be either six or eight to the inch, but single spacing eight to the inch is not recommended where registration is critical.

When designing a form for the



Invoice and shipping instructions, printed together, can be snapped apart for use

I.B.M. 407, you can take advantage of the width to save money. We have seen invoice forms printed two-up, s de-by-side fc use on the 407. In this way you an cut down on the thickness of the form by actually having four sheets of paper end up as an eight part invoice. The billing information is imprinted twice of course, but it takes no longer that way.

The saving comes in the cost of the form which can be reduced as much as 30 per cent. With the side-by-side layout you can double the number of copies normally established as maximum for the equipment. Moreover, it pays off two ways in printing the two-up invoice. First in forms cost, and second, in legibility of the carbon copies.

Different forms combined

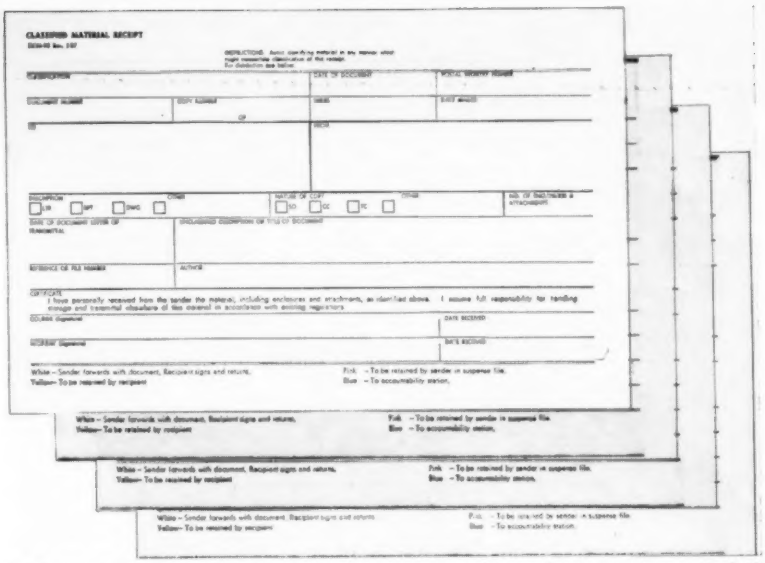
Another idea rapidly achieving wide usage is the combination of two or more separate forms in one. Instead of a two-up invoice for example, you can have the invoice printed at the left and the shipping set printed at the right. By staggering the carbon perforations, they can be snapped apart as two individual forms after bursting. This can be carried still further by making part of the shipping set a three part bill of lading. You thus have three forms in one printing: the invoice, shipping ticket, and bill of lading. The possibilities are limitless.

The Teletypewriter takes six vertically and ten horizontally to the inch, with a maximum writing line of 72 characters.

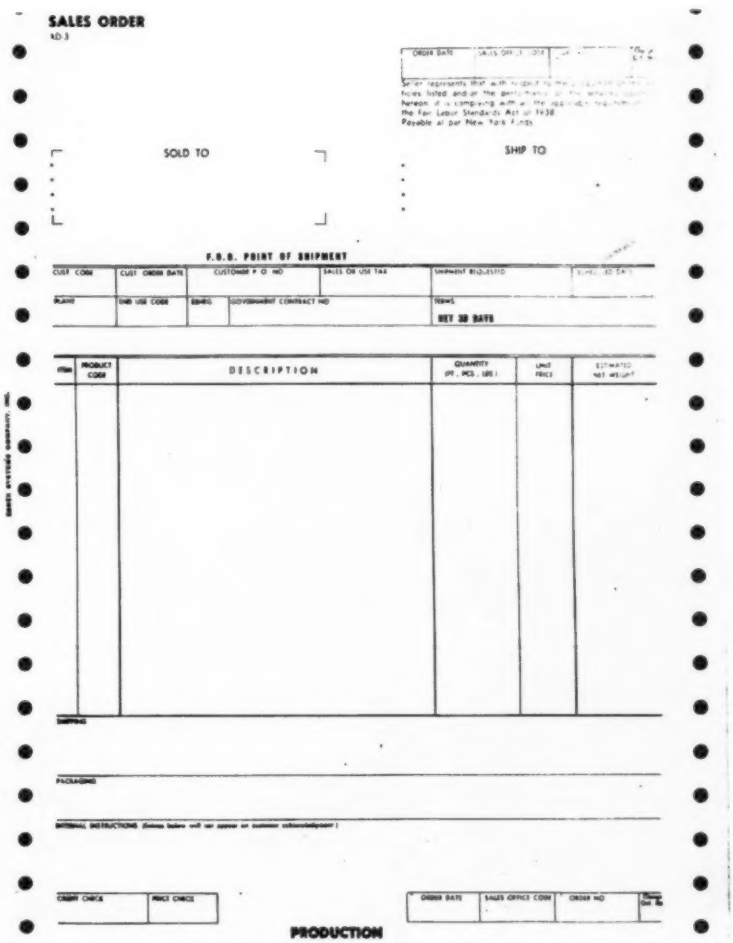
Again, I am stressing the similarity of spacing to prove a point. The object of the equipment manufacturer is to furnish you with end data in a recognizable form, hence the standard spacings. Every manufacturer puts out a manual of instruction which spells out the design specifications in detail. If you are going to design forms for I.D.P., step number one should be to obtain this information from the source.

As the fog of mystery begins to clear away, some rather obvious things will come to the fore in your forms design. For example, in designing an invoice for a Friden Computyper installation, common sense should tell you to separate the units sold and the unit price from the total amount extended, by as wide a margin as possible. The reason? Well, the computyper has to "compute" before it can type the extension. If you separate the columns

(*To Page* 52)


CLASSIFIED MATERIAL RECEIPT
White – Sender forwards with document, Recipient signs and returns.
Yellow – To be retained by recipient
Pink – To be retained by sender in suspense file.
Blue – To accountability station.

Simplest type of integrated data processing is represented by multiple-part form, which allows necessary action information to be entered on several different forms simultaneously.



Example of a form used with I.D.P. machines. Five channel tape carries static information which is automatically entered on form by tape-reading typewriter. Variable information is entered on form by human operator.

Mammoth center keeps track of a half-million reservists

Persuasion and an annual survey help Air Force Reserve Records Center maintain Reserve records on current basis—

MORE THAN 1,300 personnel, handling 7,000 records a day, working in a records center that has more than 3.5 million punched card records——

The figures give some idea of the scope of the job the Air Force must do in keeping tabs on members of the Air Force Reserve. The Air Force Center, in Denver, Colorado, is responsible for keeping up-to-date information on all the individuals who

IBM cards are separated for world-wide roster of addresses

have completed their regular tour of duty in the flying wing of the armed forces, but who are still numbered in the force's reserve strength.

As such, its problem is two-fold. Not only does it have all the normal problems of a records center; it also has the added burden of maintaining valid records on a group which must be persuaded to report voluntarily. Air Force Reservists are under no obligation to send in current information on changes in their status to the Center (except in reply to an annual survey questionnaire); they must be persuaded. As the Center is charged with the responsibility for keeping individual service records current on nearly a half-million men and women, such things as changes of address, changes in family status, changes in job or profession, are all important for the individual reservist's personal military records.

Basically, the main responsibilities of the Air Reserve Records Center, set up as the Continental Air Command's administrative workshop, are:

To maintain the master personnel

Records are checked for completeness before filing

Records by the thousands are moved en masse to the Receiving Branch, where significant facts are extracted for cross-filing purposes

IBM cards in Reports Section incorporate all significant data from records

records of Air Force Reservists not on extended active duty;

To report to higher headquarters statistics regarding the total strength of the Air Force Reserve;

To mobilize successfully the Air Force Reserve in time to meet any threat to the nation's security;

To carry out Air Force Reserve procurement, assignments, promotions, and separations;

To determine Air Force Reserve classification and the extent of individual participation;

To decide on applications for retirement.

The Reserve Forces Act of 1955 placed every man who entered military service in any component of the Armed Forces before reaching the age of 26 under a given term of military service and reserve duty. Those entering between June 19, 1951, and August 10, 1955, were obliged to spend four years on active duty, four years in the Inactive Reserve. Those entering the armed forces after August 10, 1955 assumed a six-year obligation, which could be discharged by various combinations of active and inactive duty. Choice of service in the Active Reserve could shorten the overall service obligation.

But choice of the Inactive Reserve in the period after the completion of active duty means that a man or woman, although still liable to recall at the decision of the Air Force (Ready Reservists and Standby Reservists, the categories which have

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Addresses are checked against returned surveys ... ... even as incoming records are condensed for tab cards

The good personnel administrator combines scientific principles with human understanding

How much personality is there in your company's personnel program?

Knowledge of techniques without understanding of how they may be adapted to the needs and character of a particular company does not create a good personnel program —

by Wilbert E. Scheer
Personnel Director, Blue Cross-Blue Shield, Chicago

IN MANY COMPANIES there is a tendency to discount the significance of personnel management. Where this attitude prevails one or both of two factors may be involved: 1) the company has not yet felt the need for putting all elements of management into proper focus, or 2) the personnel executive has not learned to appreciate fully his responsibility and opportunity.

In either case the impression exists that to be effective in employee relations requires little more than common sense and good intentions. Of course, common sense is necessary if for no other reason than that the employee program be logical and orderly. And good intentions can certainly be helpful in the administration of any program. There is, however, much more to a personnel program—much more.

Take a careful look at some of the personnel programs in your particular locality or industry. What does such a study reveal? It is disheartening to note that many companies still have no clear idea of the nature of personnel work. Often they confuse it with welfare activities and various paternalistic practices.

Then ask yourself how many personnel programs were established because some far-sighted executive recognized the wisdom of treating employees with the same consideration generally accorded customers. Most personnel programs were emergency-created and their present status is merely the gradual outgrowth of some earlier problem situations. Some are still considered a luxury or expense, not expected to contribute much to the firm's cost-cutting or operating efficiency.

Consequently the field is cluttered with many personnel managers who have not taken the trouble or time to become acquainted with the fundamental challenges inherent in their jobs. These include former supervisors, foremen, and others who came up through the ranks, some rewarded with promotions because of loyal performance elsewhere in the organization, others actually demoted uphill in order to get them out of the way.

Is that what is meant by personnel leadership and personnel administration? What about scientific principles? Over the years these practitioners may have acquired some of the know-how, but little of the know-why. They may be scientists of a sort, but certainly not artists. They possess a superficial

The human touch—recognition of each worker as an individual — is a characteristic of the superior program

knowledge of some of the procedures without the depth of understanding. A few actually become adept and turn into master mechanics in the field of personnel. But operating professionally in the techniques of personnel administration is not sufficient if they remain amateurs in the area of humanistics.

Especially where scientific procedures have been developed to a high degree the thought of humanizing the personnel activity is considered secondary if it is considered at all. These people fear that such an approach would vitiate what they believe is essentially an impersonal piece of scientific management applied to the human element in business.

It would be a mistake not to pay attention to the engineering aspects of the personnel program. But it would be an even bigger mistake to imagine that an engineering type of plan would be the solution to the employee program. Undue reliance upon scientific methods would create more problems than it would solve.

Plans must be flexible

The best plans are no more than frameworks into which living people must be fitted. These scientific programs cannot become straightjackets, precluding all flexibility, initiative, and spontaneity; they can not be iron cast regulations covering every action, telling exactly what must be done, and how, on every occasion.

However personnel administration is defined, it is not only techniques and procedures. These are merely the paraphernalia of the personnel administrator. The significance of employee relations goes much deeper . . . to embody the motives and methods of dealing with and organizing people of all levels at their places of work in order to get them to give and accomplish the best that is in them while at the same time getting the maximum degree of personal satisfaction.

The best way to bridge the wide gap between intent and accomplishment is by developing, in addition to common sense practices and scientific procedures, that extra something that gives substance to the program, namely, the personnel personality. In a sense, every personnel program already has some sort of personality, just as every dog, even a mongrel, has some sort of pedigree. The opportunity facing every personnel administrator is to shape the personality of his program so that it will be a favorable one.

Generally the personality of the employee program is not created—it just happens. Like hash, it accumulates. Usually it mirrors the personality of the chief executive, or the person or persons who influence its operations. It is well, therefore, to analyze some impacts of personality on the employee program. There are a number of characteristics about the leaders which may have a vital influence on the company. They include the basic beliefs of the chief executive and his advisory staff of senior assistants. Their administrative practices, their particular specialty and management experience, their history with the company, and their effect on organizational pressures are all factors to consider.

In these types of situations personnel programs are often a hodge-podge of centralized activity . . . reflecting the fancies of top management executives who complain about the ineffectiveness of personnel functions, yet unwittingly dominate the personnel personality.

Personnel program developers should recognize that their responsibility goes beyond trying to impress officials in whose hands their personal job destiny is centered. To fulfill their obligations they cannot be just the administrators of everybody else's ideas, some sound, some untried. They would be wiser to develop a program which reflects the character and personality of the workforce.

Nor should a personnel personality be built by using some other company's blueprint. Too often a business, in its personnel program, will try to duplicate or adapt the successful features of another company's program. Just as men yield to some terrible compulsion to conform in dress and appearance, even in their thinking, they likewise like to copy personnel ideas from other firms. This does not build a company personality. When a personnel program adopts a little item from this company, another from a second company, and so on, it is more nearly to develop a program which is characteristic of chop suey.

Why copy another company's program? In that case, why should people want to work for one employer in preference to another? Stepping out of character to imitate others results in forfeiture of individual personality.

In referring to the personalities of individuals or business the attention is

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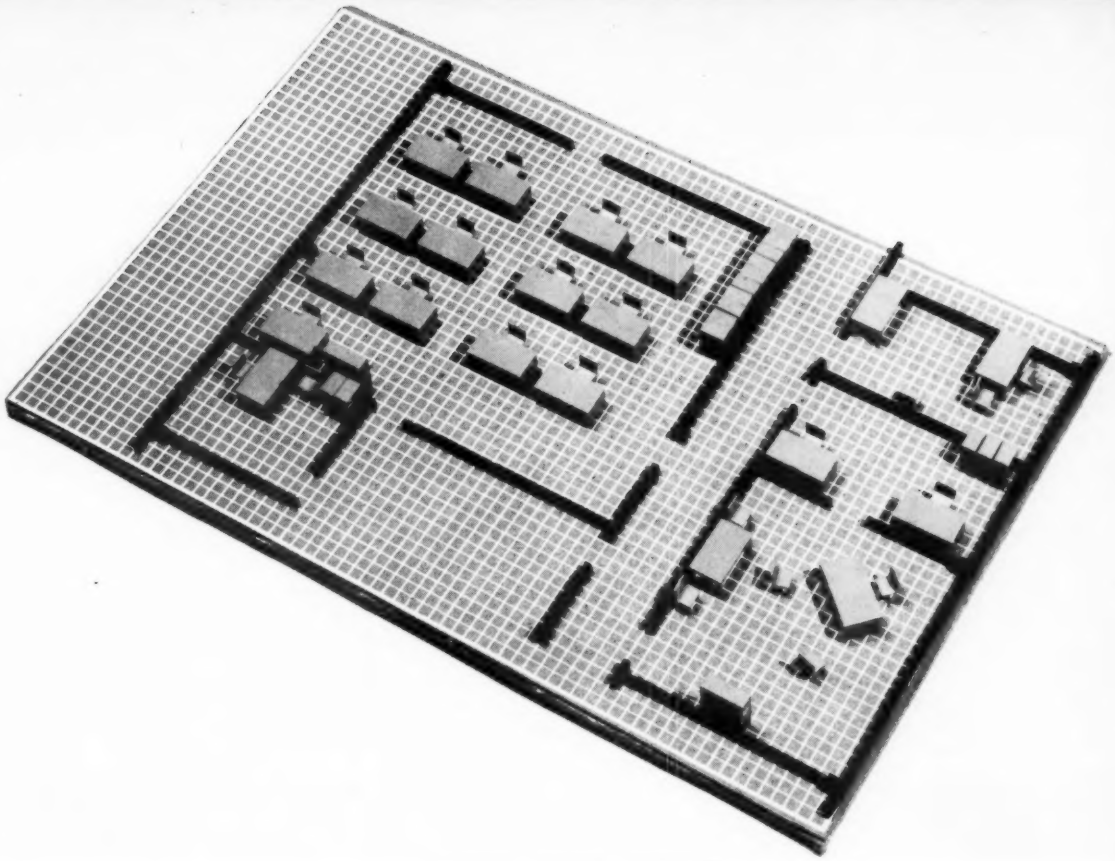

Typical model of office layout

Part 2—

Office building and office layout planning

Excerpts from the book "Office Building and Office Layout Planning," which will be published by the McGraw-Hill Book Co. in the spring of 1959.

by Kenneth H. Ripnen

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WHEN the summary analysis is finished, it becomes the basic operating guide, the program for the planning of the new office layout, the design of the new office building, the rental of new office space. This is the basic information on the total net space the organization must have to house all its clerical and executive functions. When building corridor space is added to this total figure, the organization knows precisely how many gross square feet of space it needs to house its office organization.

As a check on the accuracy of the projection for future space needs due to expansion, some larger companies carry out periodic "space audits," after they have occupied the new space for which the expansion factor has been planned. These audits may be done on a monthly basis during the first year in which they are carried out. If expansion needs seem to be falling quite closely to the estimates made before the company acquired its new space, the audits may be made by quarters during the second year. Then if estimates and realities still match closely, annually thereafter. In this way, a large company can always foresee possible space problems long enough before they occur to make sure the best and most economical continuous space administration is possible.

Earlier in the chapter it was mentioned that the space administrator, after checking his projected space figures with department heads, reviewed his overall department space allotments with a space planning committee composed of organization representatives. While such a committee is not always essential in planning space assignments, forming one is one of the best and most direct methods of checking every phase of the space planning program. Committee members can bulwark the projected space needs shown on the summary analysis, check on the

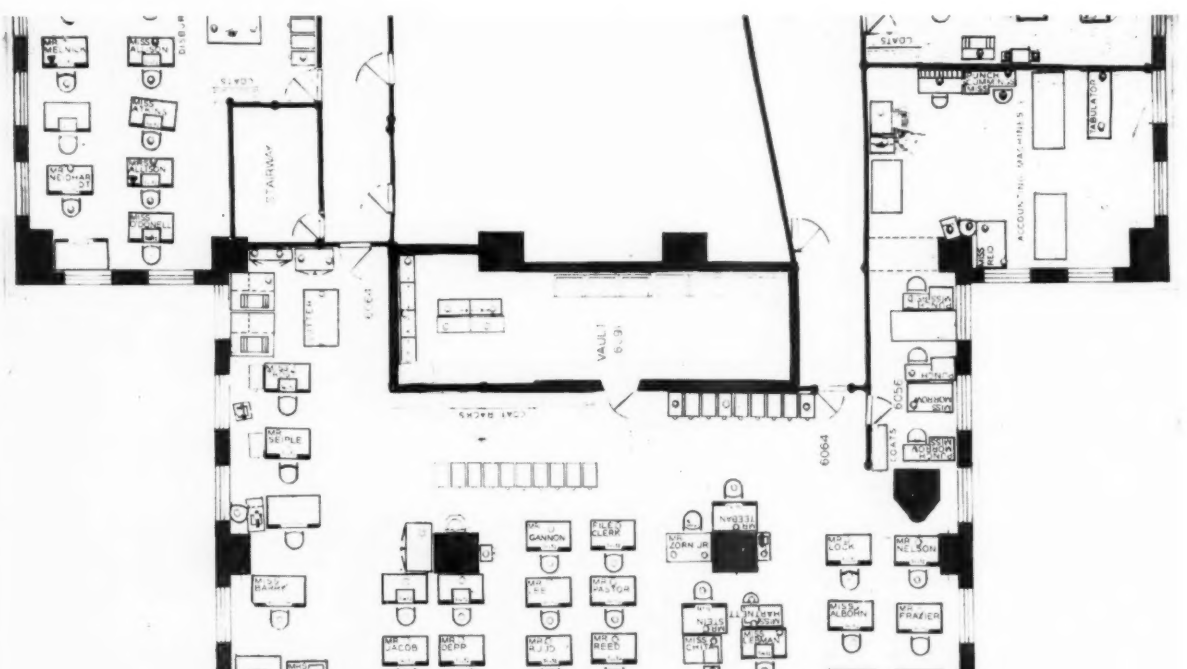
accuracy of expansion needs cited by department heads, and generally create support for the whole space planning program.

There are, of course, disadvantages as well. Committees are often slow in arriving at decisions, and their deliberations can often be frustrating to the point of exasperation on the part of all. The chairman, unless he has really superior organizing and directing ability, will often run out of ways to speed the committee's work. Personality clashes do creep in despite the most careful planning and guidance, and obviously, when various departments' space needs are being evaluated, the ever-present fact of interdepartmental over-lapping of functions and responsibilities is going to create some problems.

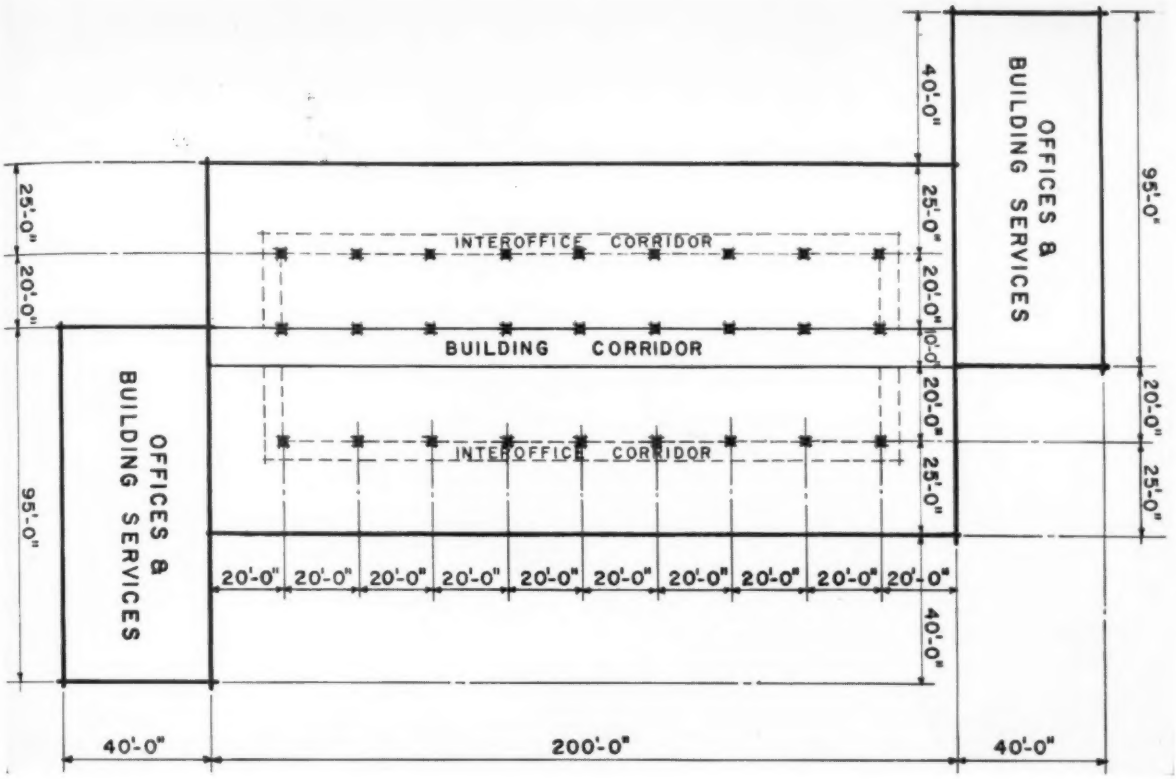
By and large, however, for a company establishing a new space program, the committee form of organization will still give the best results. The slowness of action is offset by a great deal of "free publicity" within the organization, and acceptance of the value of space planning by all parts of the organization. Results of the space planning program will be accepted in better faith by all worker levels if a representative committee has reviewed each step in the program. Moreover, after the entire space planning program progress has gained momentum, certain members of the committee may prove ideal timber with which to build a smaller, but faster moving space administration committee. This committee would be responsible for continued maintenance and control of the space program after the space allocations have been put into effect in the new office.

Now that our space administrator has guided his program through the preliminary stages of analysis of present space, computation of required new space, review by the committee, and final summary of total space needed to house the organization, as it exists now, and as it may exist in the future, he has his overall figures and dimensions. He knows how much total space will be needed, by individual workers, by departments, and for the organization as a whole. He is ready to proceed to his next step; the planning of departmental locations in relation to each other in the projected reallocation of space.

This is obviously one of the most vital steps in the entire space planning program, and it requires both care and a thorough working knowledge of the organization on the part of the space planner. A good method of visualizing the problem to be faced and solved is to start by making a graphic chart of the organization as it exists and operates. Such a basic chart can be made up from the information already gathered in the analysis or can be based on the company's own



Example of a detailed office layout plan



Interior office corridors can be placed on either side of first line of interior columns, which permits a degree of flexibility in dimensions of perimeter private offices. Thus, perimeter offices in illustration could be 20 by 20 feet, or any division of those dimensions, although span from building wall to first line of columns is 25 feet.

organization chart. Such an organization chart shows the departmental units grouped in their administrative relationship, and thus clarifies the basic administrative channels of the company.

But, of course, an organization chart alone is not enough to show the actual major work flow patterns of the organization—the processing stream that takes papers, reports, information from one department to another. In order to learn this pattern, the space planner sits down and reviews with each department head the actual work pattern of his department, where the major paper flow arrives from, and where it goes after his department has done its work, has performed its steps in the processing sequence. All of this is recorded by the planner, becoming part of the vital store of information on which his final office layout plan will be based.

It should be emphasized here that the space planner takes on none of the characteristics of a systems consultant; he does not make suggestions for systems improvements but does in the physical work flow patterns. It *is* his business to determine what the company's present routines are; what operating system does exist, and then to build his space relationships in accordance with that system, to aid it to operate as smoothly, with as little lost time and motion as possible. Thus, if Department B receives most of the papers on which it works from Department A, and, in turn, after performing its part in the processing cycle, sends those papers on to Department C, it would usually make most sense to place those departments in the same physical sequence as the work flow itself. The same principle applies, of course, to arrangement of mechanical processing equipment within the department.

There are, of course, many different work flows of paper and people in any organization. By graphically representing all these major movements on a chart, the relative importance of each intra-departmental work relationship can be visualized.

Armed with the information he has gained from all department heads, the planner now makes his first move toward actual graphic representation of the new office space plan. A clear plastic overlay is placed over the organization chart. On this overlay, the major paperwork flow pattern of the office is indicated between the departments represented on the organization chart. Through the pattern thus revealed, the major work relationships existing between all departments of the organization, and their relative importance, can be determined by the planner—a vital step toward intelligent overall space assignment and office layout planning

What the planner is actually doing when he prepares his overlay on the basic organization chart is making a picture of the company as a dynamic entity. He is creating blueprints of the organization as it actually works, rather than as a formal, static boxed plan of departments in their administrative relationships. In effect, he is

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Radio directed messenger service speeds operations for Chicago company

Motorola Corp. finds use of central radio control for messenger service cuts costs —

by Leonard Abramson
Manager, Administrative Services
Motorola Corp., Chicago

SOME SORT of messenger service is an expensive necessity for a corporation whose factories, showrooms, offices, and warehouses are spread all over a huge metropolitan area. There is always something—be it spare parts for a stalled machine or important memos to plant foremen—that must be transported quickly from one plant to another in less time than it takes by regular mail.

Fleet of station wagons ties together scattered showrooms, offices, and warehouses in Chicago area.

A Motorola messenger checks for next assignment after making delivery

And it is no different at Motorola, Inc., an electronic firm doing an annual business of about $250-million from a multitude of locations in four states.

To provide messenger service in the Chicago headquarters region — where Motorola has 16 different addresses scattered throughout the metropolitan area—a centralized system of nine messengers has been set up offering both scheduled and non-scheduled service. Motorola has contracted with Kirchwehm Bros. Cartage Co. to furnish the station wagons and drivers used in the service. The entire messenger service is controlled by radio communications with the nine station wagons equipped with two-way radiophones, which by the way, are one of Motorola's electronic products. The service is controlled by a dispatcher who relays the requests for messenger service to the drivers and coordinates their movements via the radio. This dispatcher is a Motorola employee.

This centralized service is of recent origin. As Motorola grew from a single plant less than twenty years ago to a complex corporation with Chicago addresses in such varying spots as the Loop's Merchandise Mart, western suburb Franklin Park, the near North side, and other scattered locations in the area of the main plant on Augusta Boulevard, so also grew the use of messengers.

Each of the messenger-needing departments—personnel, traffic, purchasing, engineering—in the several product divisions maintained its own service.

Duplicate work eliminated

When someone starting adding up figures in 1957, it was found that twenty full and part-time employees were acting as messengers, making use of fifteen company station wagons, as well as their own autos in many cases.

During this look-see, many duplications of effort were found. For example, one department head may have sent his messenger to the Loop to pick up a parcel at the very time another messenger was cruising through the same downtown area on his way back to the plant for another errand. At times, it was noted that three or four messengers were in the Loop at the same time.

Obviously, time and money were being wasted. Because of this, the controller's office appointed a committee consisting of Art Formell and Marvin Porter, of the Systems and Procedures Department, and myself to study the problem and come up with a solution that would best fit the interests of the company.

During our discussions we decided that a centralized service under the jurisdiction of the Administrative Services Department in the controller's office would provide the best solution. The use of two-way radio in the cars would be necessary to re-dispatch the messengers on a second errand when that would be the quickest and easiest way of handling requests for service.

Since the Communications & Industrial Electronics Division of Motorola is a leading manufacturer of two-way mobile communication products, the decision to use this medium as a vital part of the service came as no surprise.

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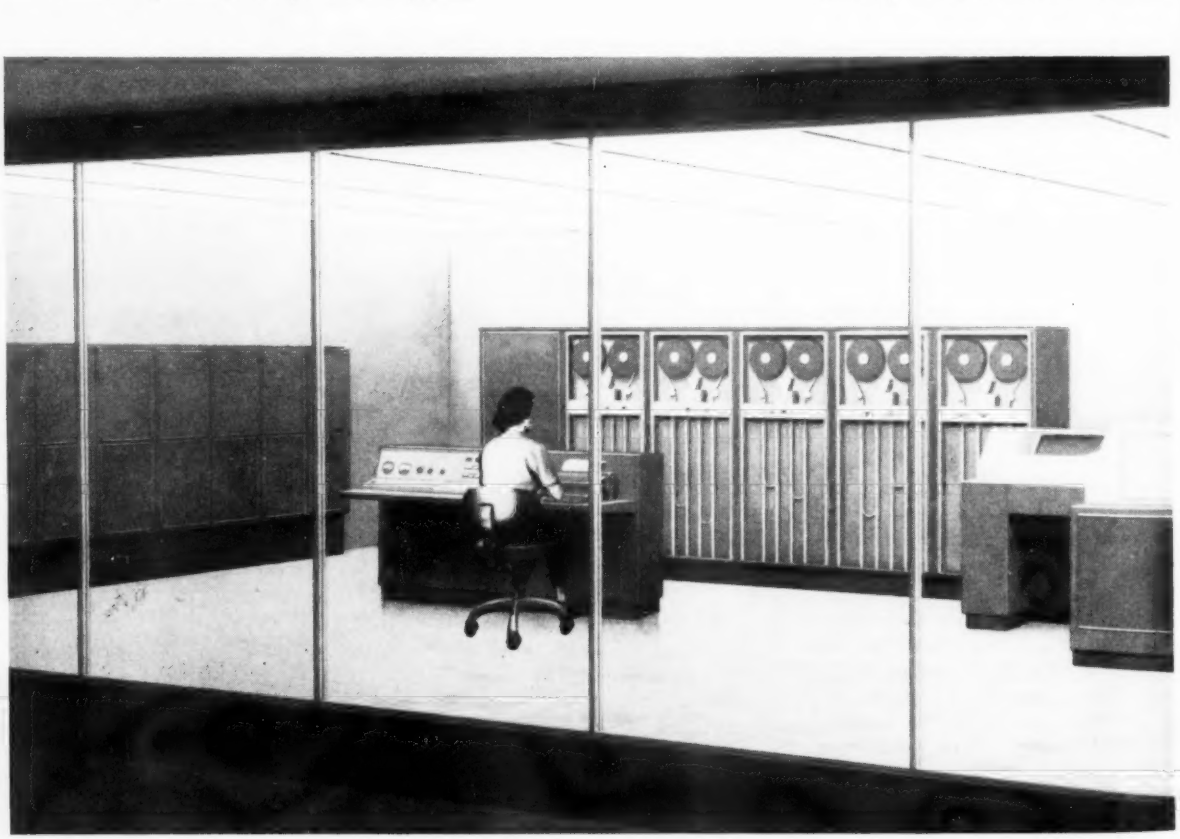
Three manufacturers introduce data processors employing transistors instead of vacuum tubes

Further impetus has been added to the now established trend toward completely transistorized electronic data processing equipment for the office. Three companies — the Philco Corp., Radio Corp. of America, and Minneapolis-Honeywell Regulator Co. —have recently introduced transistorized equipment to the market, thus attesting to the switch toward this type of electronic data processing systems as opposed to the conventinal vacuum tube machines.

Philco Corp's. version of the all-transistorized data processing system is called the Transac S-2000. First delivered to the field in November 1958, the Transac is presently being manufactured on a regular schedule by the Philco production organization. As of December 1958, three systems of the Transac S-2000 existed in the form of hardware, and additional systems were in production. The U. S. Navy has announced plans to install the new computing system, which can add two 10 digit figures 60,000 times in one second, read or write information on magnetic tape at 90,000 characters per second, and print reports at 900 lines per minute, at its Oakland, Calif. supply center. Upon installation the Transac will handle a wide range of data processing functions such as order control, accounting, stock control and payroll.

Performance characteristics of the Philco Transac S-2000 were presented in a detailed report before a December Eastern Joint Computer Conference at Philadelphia. In the report entitled "Performance Advances in a Transistorized Computer System—The Transac S-2000," Robert J. Segal, Engineering Section Manager at Philco's Government and Industrial Div., prefaced his remarks by outlining three criteria which must be satisfied, he said, if a transistor machine is to be properly described as a "modern computer."

The first criterion, Segal began, is that the performance of the transistor machine should be notably better than currently available vacuum tube ma-



The Honeywell 800 data processing system

chines in the same class. An increase in the speed of arithmetic operation by a factor of three or more to one, he elaborated, is an example of this type of performance advance.

Also, Segal continued, performance characteristics should be obtained from a working model of the transistor machine. The initial concept of an elaborate system is not a demonstration of its actual use in a practical situation, he cautioned. Advantages of a particular machine can be determined when and if the difficult technical and economic obstacles are overcome and the computing system is realized in the form of hardware.

And, Mr. Segal went on, the existence of a single working model still does not imply the ability to produce many machines with the same performance characteristics. Design specifications, equipment components, and production organization must make it possible to manufacture several machines on schedule before a truly "modern computer" can be said to exist. This was the essence of Segal's third criterion.

According to Philco, the Transac S-2000 is a "modern computer" which meets the criteria outlined above. Mr. Segal explained that it has demonstrated important performance advances over present vacuum tube computers. It has much greater operating speeds, he pointed out, and requires much less power, space, and air conditioning. Because of its greater reliabilty. he said, it is easier to maintain and, he added, it costs less to install and operate. The system has been realized in the form of hardware, and is now being produced and delivered on regular schedule.

John L. Burns, RCA president, seated at the console of his company's new 501 system, studies paper tape used to transfer information from original form to magnetic tape

The performance advances of the S-2000, declared Segal, stem from the versatility of the computing sections, the particular organization of the input/output systems relative to computing and memory sections, and the implementation of the S-2000 logic by mass-produced units of hardware which incorporate the transistor as the active logical element.

The Transac S-2000 organization centers around a magnetic core storage unit. To the memory unit are connected the other three essential computer sections; the arithmetic section, the output/input section, and the program or control section. Magnetic core storage, in effect, is time-shared by the other three sections. Its capacity may be expanded from 4,096 to 32,768 words depending on the requirements of a particular installation. The word length is 48 binary bits; the basic memory module contains 4,096 words. Magnetic core storage operates on a coincident current arrangement which grants a complete read and write cycle of 10 microseconds.

Both fixed and floating point arith-

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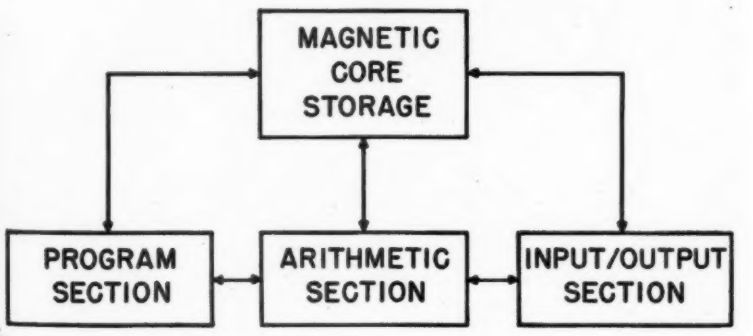
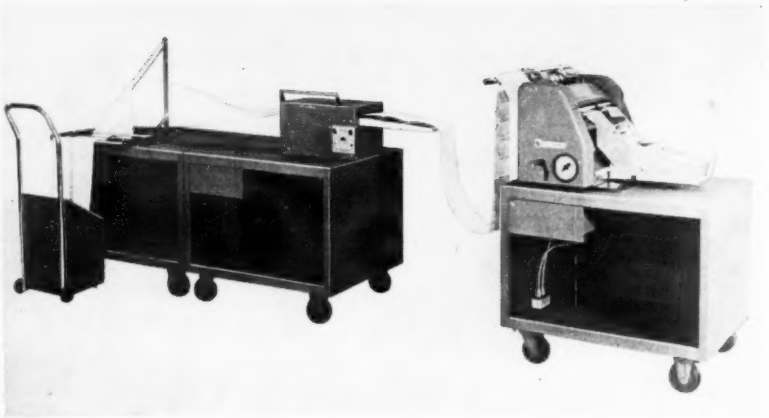


Diagram of Philco Transac S-2000 system illustrates how magnetic core storage unit is time-shared by all other sections of the system



▲ Forms processor

Heat-seal processing begins by passing forms brought from the printing machine over an angled turn bar. After folding, they pass through the heat-seal unit from which they proceed automatically to the tab card burster. The forms emerge from the burster in postcard size, ready for mailing. Operating on 110 volts, 60 cycles, the system takes a maximum form length of 22 inches and maximum width of 16 inches. *The Standard Register Co., Dayton 1, Ohio.* **(A-1)**

▼ Time recorder

Both payroll and job time cards may be used on the "4000 series" time recorder, since it prints along the edge of a form. A choice of registrations includes standard or continental hours, with day of week or month and date, and minutes, tenths or hundredths of an hour. Housed in steel casing with chromium plated trim, the recorder also offers a choice of push plate or automatic registration. *Lathem Time Recorder Co., 76 Third St., N.W., Atlanta 8, Ga.* **(A-4)**

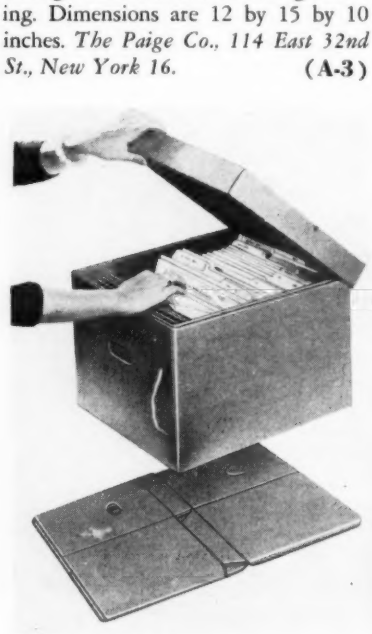
New for the office

▲ Conference table

Designed to seat 14 people, the 12 foot by 30 inch conference table folds to 30 by 14 inches by 78 inches and rolls on swivel casters for storage when not in use. The solid plywood table has a formica top, trimmed with anodized aluminum molding. Legs are heavy gauge, 1-inch diameter, steel tubing plated with rust-proof cadmium. *Howe Folding Furniture, Inc., 1 Park Ave., New York 16.* **(A-2)**

▼ Portable files

For space saving purposes, "miracle-files" are shipped flat and can be popped open for use with no stitching, stapling, gummed paper or special skills required. Double-walled and lightweight, the files can be flattened again when not in use, and they are strong enough to be stacked to the ceiling when full without using shelving. Dimensions are 12 by 15 by 10 inches. *The Paige Co., 114 East 32nd St., New York 16.* **(A-3)**



▼ Ceiling tile

Obtainable in two design colors, grey or beige, or in a non-glare white tile surface, the Micro-Perf acoustical ceiling tile gains its acoustical properties through the use of pinpoint perforations that flare out into bell-shaped cavities beneath the surface of the tile. A fissured design is intended to blend with the pin-point perforations, thus making the small holes unnoticeable at normal ceiling level. *Wood Conversion Co., First National Bank Bldg., St. Paul 1, Minn.* **(A-5)**

▲ Duplicator

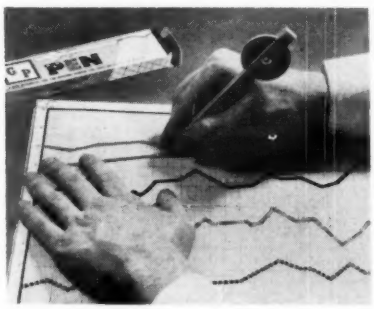
Push-button intermittent paper feed, and adjustable feeding and receiving trays are features of new 14-inch model duplicating machine, which takes paper from 3 by 5 inches up to 14 by 14 inches. The machine has a top speed of two copies per second, and can handle 500 sheets at one time. It accepts paper from 16 lbs. to card stock without adjustment. *Ditto, Inc.,* 6800 *McCormick Rd., Chicago 45.* **(B-1)**

▼ Telephone

The "Call Director," a small, desk-size, switchboard-type unit, is available in two models: one with up to 18 push buttons, and a larger one with a 30-button capacity. Manufactured in four colors —light gray, moss green, ivory and beige—the telephone can provide interoffice communication, arrange conference calls, and "add on" other extensions to incoming calls. The plastic push buttons light up to indicate incoming calls, lines in use, and lines on which calls are being held. *American Telephone & Telegraph Co.,* 195 *Broadway, New York 7.* **(B-2)**

▼ Charting tool

The GP Pen utilizes narrow line tapes for the placing of lines on charts, layouts and graphs. Tapes range in width from ⅛ to 1/64 inches, and are available in ten distinct patterns and in a choice of fourteen solid colors. Made of colored plastic, the pen has a cutting bar which enables the chartist to cut off the tape at any desired point. *Labelon Tape Co., Inc.,* 450 *Atlantic Ave., Rochester, N. Y.* **(B-3)**



▼ Floor machine

The Huntington floor machine, powered by a one horsepower motor, polishes, scrubs, sands, seals, waxes, steel wools and shampoos floors. Equipped with 50 feet of cable, a hand trigger, a reversal mechanism, and an optional handle adjustment, the machine is available in two sizes. *Huntington Laboratories, Inc., Huntington, Ind.* **(B-4)**

For further information, use Readers' Inquiry Coupon on Page 80.

▲ Binders

With green slate canvas over 160 point board, and binding margins reinforced by rigid steel angles for added strength, the nylon post binder line is furnished with posts that hold up to 4-inch capacity, but can be provided with longer cords for greater capacities. Styles for unbursted continuous forms and for bursted forms are available. *The C. E. Sheppard Co., 44-10P 21st St., Long Island City 1, N. Y.* **(B-5)**

▲ Tray cabinet

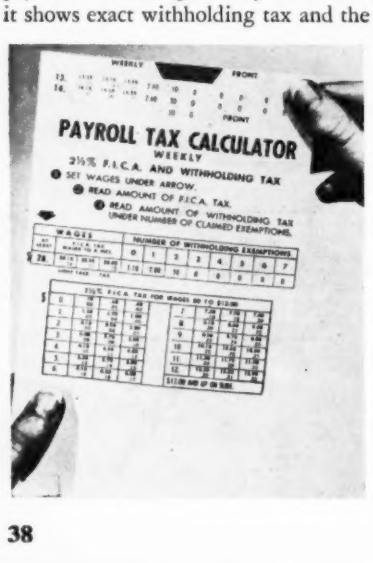
Finished in Greytan and trimmed in stainless steel, the Virginian Line cabinets are supplied with steel-hinged pockets on trays which slide in and out on nylon rollers between rubber guides. Desk-type stand measures 28½ inches wide and matches cabinet in color and design. Each unit has a sliding work shelf, with smooth vinyl plastic top and stainless steel edge. *Acme Visible Records, Inc., Grozet, Va.* **(B-6)**

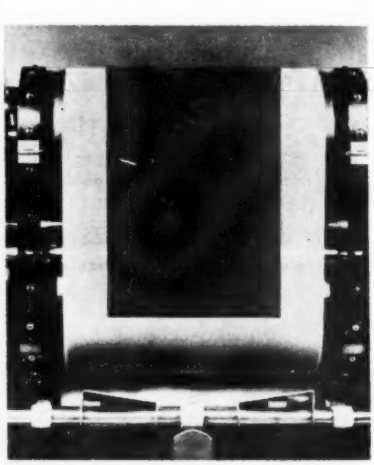
▲ Computer

New model Univac Computer consists of a central processor, high-speed printer, read-punch unit, and high-speed card reader. Incorporating such devices as ferractors, transistors, and magnetic cores, the computer has a memory storage capacity of 50,000 alphabetic or numeric characters of information. Card reading on both the card reader and the read-punch unit, as well as punching on the read-punch unit and processing within the central processor, all proceed simultaneously. *Remington Rand, Div. of Sperry Rand Corp.*, 315 *Fourth Ave., New York* 10. **(C-1)**

▼ Tax calculator

Direct-reading "slide-rule" payroll tax calculator comes in two models—one for weekly and one for semi-monthly payrolls. Measuring 4½ by 10 inches, it shows exact withholding tax and the new 2½ per cent social security tax deductions all on one line. *Melcar Business and Office Equipment, 480 Canal St., New York 13.* **(C-2)**


PAYROLL TAX CALCULATOR
WEEKLY
2½% F.I.C.A. AND WITHHOLDING TAX
SET WAGES UNDER ARROW.
READ AMOUNT OF F.I.C.A. TAX.
READ AMOUNT OF WITHHOLDING TAX UNDER NUMBER OF CLAIMED EXEMPTIONS.



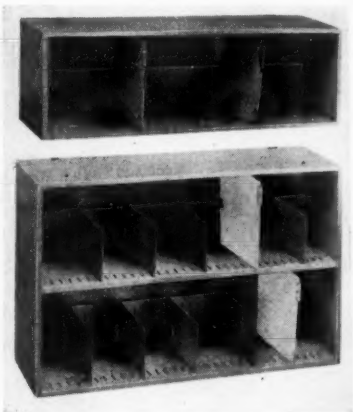
▲ Duplicator

The Rex-Rotary D280 duplicator is now available with a lever assembly permitting the use of either letter, legal or memo-size stencils. Changing the position of the lever will cause the impression roller to exert the exact pressure needed for a desired letter or legal size stencil. For printing of narrow-size paper or postcards, a narrower impression roller is installed. *Rex-Rotary Distributing Corp., 387 Fourth Ave., New York 16.* **(C-3)**

For further information, use Readers' Inquiry Coupon on Page 80.

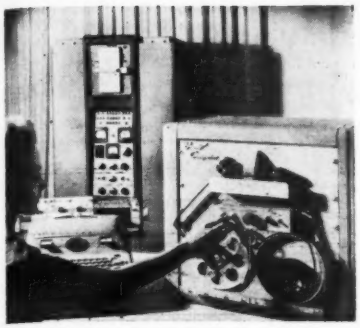
▼ Shelf file

Available in one and two shelf units, and with or without receding type doors, these build-up type letter and legal units are constructed of heavy gauge steel. Shelves are slotted on 1-inch centers for removable steel dividers, and a full width inside back bar is provided for hook type file guides. *Dolin Metal Products, Inc., 315 Lexington Ave., Brooklyn 16, N. Y.* **(C-4)**



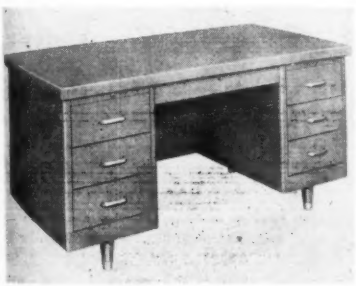
▼ Coat rack

Double-face rack is available in 12- and 24-capacity models, complete with polished hardwood hangers with steel hooks. Formed square, tubular uprights support the cantilever-type shelves. Skid domes on base are designed to protect floors, and shelves are slotted to permit free circulation of air in and around hats. Finish is gray enamel. *Lyon Metal Products, Inc., 1 Clark St., Aurora, Ill.* **(C-5)**



▲ Tape reader

Capable of accepting five, six, or seven channel numeric tape for computer input, this photoelectric paper tape reader is designed for compatibility with tape punching cash registers, accounting machines, adding machines, and typewriters. Tape rolls up to 500 feet are handled by the reader, which operates at 400 characters per second and will start or stop on one character. *Bendix Computer Div.*, 5630 *Arbor Vitae St., Los Angeles* 45. **(D-1)**



▲ Office desk

Built of lumber framing with a Masonite and hardboard exterior, this desk is offered in three colors. It features two file-size drawers, and two 6-inch box drawers, both with center drawer guides. Tapered legs are capped with metal ferrules. *William T. Wallace Mfg Co., Inc., Peru, Ind.* **(D-2)**

◗ Paper cutter

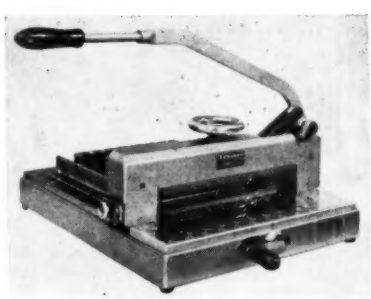
Featuring a calibrated wheel intended for precision cutting, the "Triumph" manual office paper cutter comes in 14- and 18-inch sizes. Calibrated to 1/32nd of an inch, the wheel moves the back gauge forward and backward. The "Triumph" portable machine is gray-green in color. *Michael Lith Sales Corp., 143 W. 45th St., New York 36.* **(D-3)**

▼ Copying machine

Diazotype copying machine features vacuum ports in the feedboard for convenience in handling flat and roll stock, power driven height adjustment to suit operator's height, and complete filtration of air to developer section. It is designed for high-speed, economical, odorless whiteprinting of engineering and architectural prints. *Charles Bruning Co., Inc., Mount Prospect, Ill.* **(D-4)**

▼ Alphabetized index

Specifically designed for telephone books, "Tele-Tabs" can also serve for indexing dictionaries, catalogs, albums and other reference books. Each set contains acetate, self-adhesive tabs with letters on both sides for easier identifications. *Bernay Products Co., 412 South Wells St., Chicago 7.* **(D-5)**



▲ Teleprinter

Aimed toward wire communications, private and telegraph-and-integrated data processing systems, this teleprinter incorporates such features as two-color printing; automatic answering and querying; automatic start-stop; end-of-line lock; reperforating; and portability and variety of keyboards. The machine punches or reads five-channel perforated tape, and, according to the manufacturer, is similar to an electric typewriter in size and weight. *TelAutograph Corp.*, 8700 *Bellanca Ave., Los Angeles* 45. **(D-6)**

▼ Secretarial chair

The Stylex secretarial posture chair offers the following features: all-welded steel construction, ball-bearing casters, seat and backrest padding of bonded latex rubber, twelve decorator upholstery colors, three frame colors, and kick plates of styrene plastic on the base. *Stylex Seating Co.*, 911 *Walnut St., Philadelphia* 7. **(D-7)**

A Monthly Feature

Tools of the Office

Numbering Machines; Time Recorders and Stamps; Check Devices

by Irene Lipschitz

ALTHOUGH the relatively simple machines which are the subject of this month's review of office equipment for the most part perform work of a routine and repetitive nature, they are nevertheless very important "tools of the office."

Numbering machines, time recorders and stamps, and check devices are found in every office, regardless of its size, and although they may be used for varying purposes, they are linked together by the fact that they all have printing mechanisms and certain of these machines cross functional boundary lines.

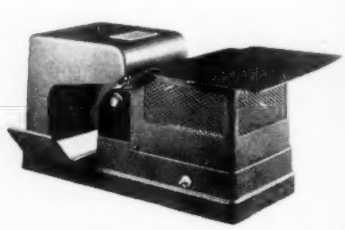
In past reviews of this type of equipment it has been suggested that these relatively simple devices could be included in the wide range of office machinery which has been used to further the trend of simplifying and integrating work procedures. During the past year much work has been done in this area so that certain models of the equipment on the market today, in combination with other units, do indeed fall into the category of integrated data processing equipment.

One example of this is an automatic payroll auditing system which consists of a special time clock that punches a series of time-identification holes in each employee's time card plus an "auditor" that automatically audits the card and prints the time of a full pay period on it. The time recorder not only prints the time, but also punches a set of two time-identification holes on the outer edge to denote each "in" and "out" the employee makes. When the cards are passed through the auditing unit at the end of the pay period, they are scanned by sensitive photoelectric cells. The cards which show a full pay period of regular work are thus stamped, while irregular cards are sorted and ejected into another tray. This system can be integrated with data processing systems by equipping the auditing unit with an optional automatic key punch for tabulating machines. It can also, of course, be used with conventional systems. In either case, it does provide a high degree of mechanization and speed for payroll auditing, as the "auditor" has a speed of 1800 time cards per hour.

Another machine on the market today which is even more directly connected with data processing units is an electronic time stamp which punches the time information on tabulating cards. These may then be processed through any of the firm's data processing machines.

And then there are automatic electric printing heads used for signing, endorsing or cancelling checks, which may be used with the firm's mailing machines so that in addition to accomplishing their regular functions, the combined units will also insert, seal and count paycheck envelopes.

Numbering machines, time record-



To ease routine work in office are many models of numbering and time machines and check devices including American Numbering Machine Co.'s lever-operated model with visible numbers, Simplex Time Recorder Co.'s payroll recorder with visible clock and Friden, Inc.'s Endorsograph electric endorsing and cancelling machine.

ers and stamps, and check devices, as has been stated above, do serve different functions. However, they are designed with the characteristics of flexibility and versatility, so that certain models will perform all operations, while even the simplest of them may perform two — a perforating numbering machine, for instance, can also be used as a check canceller.

Numbering machines have proved their value in all departments of a company. Aside from their use in a mailroom, they are used for stamping invoices, receipts and a great many other documents. Another application of these machines is that of handling installment loan payments. This is especially true of numbering units which perforate, since the stamping of a page in a coupon book at the time of payment eliminates the need for further receipts.

There are a great many models of numbering machines on the market. They may be operated by electricity, by hand, or by foot pedal. Various type faces are available and the machines offer a wide range of sizes. There is also variety in the number of digits that can be printed at one time.

Special symbols are also available with some of the machines as are certain words such as PAID, REC'D, and COD, to further aid in the classification and sorting of documents. Some of these units feature interchangeability of several plates so that one machine can be used for many different numbering jobs. There are various methods of numbering available such as consecutive, repeat, skip, duplicate, triplicate, quadruplicate, and some models have up to twelve movements. Various means of manipulating the desired sequence of movements are offered.

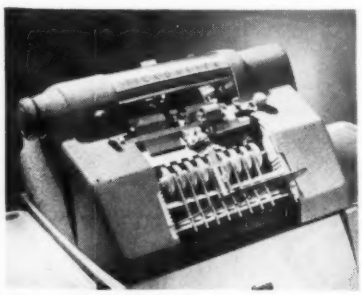
One of the most important duties performed by office managers is that of keeping card checks, records and controls on employees' time. In addition to Federal law which makes it mandatory for a firm to have accurate and complete payroll records, it also is expedient for a firm to have an accurate idea of the time needed to carry out certain measurable work to achieve the objectives of reducing clerical costs and labor time. Time recorders and stamps help perform this function.

The need for keeping control on employees' time becomes all the more apparent when one sees the statistics compiled by one company. According to the firm, a plant which employs 500 employees who are paid an average of $1.25 an hour, will lose $26,560 a year if five minutes are wasted per day by each one on the payroll. If the pay scale is higher—for example, $2.50 per hour—and the same time is wasted, then the firm will lose $53,130 at the end of one year. Even a small firm, employing only 10 people at an average rate of $1.25 per hour, will lose $531.20 at the end of the year with five minutes waste per day. These figures were based on an eight-hour day, five-day week, with 255 working days per year.

Time recorders and stamps not only provide the payroll department with accurate records; they are also invaluable in work control since they can record the time of receipt of mail and other papers, and thus help insure efficient processing. Models which can record elapsed time are also of immense value in establishing operator production and work volume standards for an office, since they can furnish daily time and quantity records by job and individual. Some of the "elapsed" time recorders will compute the time automatically as well as deduct non-working time.

Time clock and "auditor" unit comprise Cincinnati Time Recorder Co.'s automatic payroll auditing system.

Time recorders and stamps also vary greatly in their features. The wide range of models offered is often confusing to a firm that has to decide which model will be best for its operations. It has been suggested that the four major factors that should govern the selection of a time clock are: the number of employees, the payroll period, the usage of such a unit (payroll, job cost, or combination), and the layout of the factory or office. Some authorities recommend that a time clock be used for each 100 employees, while others feel that 50 should be the maximum number. Obviously, the time



Other variations of models available on the market today include Pitney-Bowes Inc.'s Tickometer used for coding, dating and backstamping of checks, Pryor Marking Products' electric numbering machine which features interchangeability of wheels, and Stromberg Time Corp.'s semi-automatic Model 114 which prints day, hours and minutes.

clock must be compatible with the payroll period and the card used to record weekly, bi-weekly, semi-monthly or monthly pay periods. The use of the machine is closely related to its position in the office or factory. Clocks may be mounted on a wall, or placed on a stand or table, in locations which offer the greatest accessibility and efficiency.

The units may print up-the-card, down-the-card, across-the-card and be powered by various means; automatic features and safety devices prevent double registration. They can spotlight irregular times by use of a second color or out-of-line recording. They can also be used with microfilm, print the time in combination of units such as hours, minutes, seconds, hundreths of hours or continental units, perforate, and print words or legends.

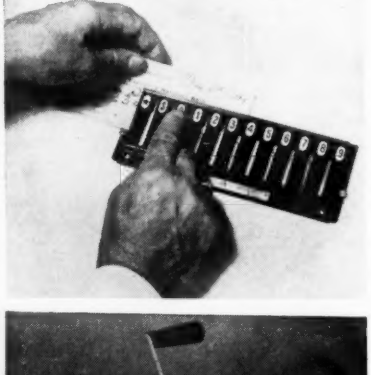
Some can be connected to bell-ringing or buzzer devices to sound the beginning and/or end of work periods. Special units are also available for specialized work such as the remote-controlled units used in fire-alarm systems wherein the time and date is printed on the ticket tape, or units for the stock exchange where the time is printed in tenths of minutes. Other units, equipped with batteries, are designed for use in field work, and may be mounted on trucks or utilized for various mobile applications away from the office.

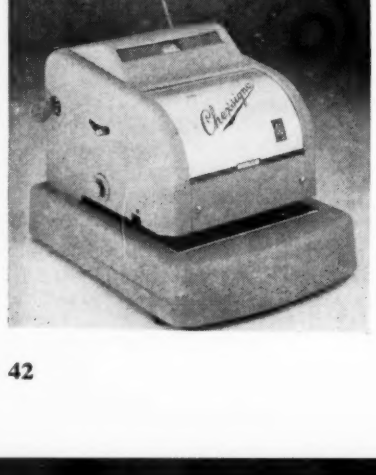
Check devices are designed to be utilized for many purposes. There are models which not only cancel checks, but also invoices, notes and passbooks. These units may also be used to validate purchase orders, to receipt insurance premiums, bills of lading, freight waybills, to mark coupon payment books for banks and loan companies, and to code various materials such as packaged food and drugs. Other machines are used as check endorsers, check signers, check writers, and check protectors. Many models are convertible so that they may be used for several of these functions. Thus many models of signers can double as endorsers.

Fraud protection is given by the check protector units in several ways. Some of these methods include special straight- or wavy-lined backgrounds behind the signature, maceration, serration, multi-colored imprint of signatures or the use of special power to detect erasures. Some of the check devices will sign vouchers, checks in strips, continuous forms and letters as well as endorse checks; their ability to print identical mechanical signatures at all times is a great aid to busy executives who are thus freed from a routine but very important detail.

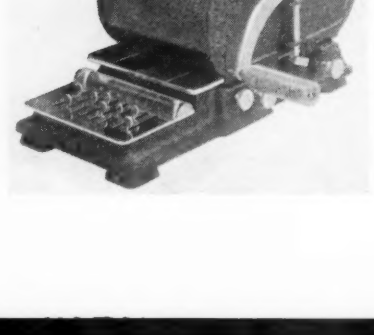
Other features of some of these machines include selective positioning of endorsement to prevent obliteration of prior endorsements, use for straight endorsing and cancelling in conjunction with adding or posting machines or microfilming units, stacking of checks after imprinting in original sequence, and variable speed control.

The listings which follow show the wide range of units which are offered by the major manufacturers of equipment in these three fields.





Pocket-size check perforator, made by Landdale (upper left) provides convenient protection; Chexsigno (lower left) by Hall-Welter, serrates signature at rate of 1500-1800 checks per hour. Ajax Hercules Check Certifier (below) prints and macerates certification record.



Simplex time stamp and dater, with counter attachment, can be set for consecutive, duplicate or triplicate numbering.

The Manufacturers

Numbering Machines

The Acromark Co., 9-13 Morrell St., Elizabeth, N. J. Firm manufactures large selection of stamping, marking, and numbering tools and machines, used mainly for industrial purposes.

Ajax Business Machines, Inc., 112 Magnolia Ave., Westbury, L. I., N. Y. The firm makes three lines of numbering machines, models Q, EN, and EDN, all of which are triggered by the insertion of documents. All are available with special symbols, and all have available various methods of numbering which are not interchangeable, such as consecutive, repeat, duplicate, reverse, etc. The machines are available with such features as die plates, word rolls, and slides. Model Q line has the numbers lever set, with a printing size range from ⅛ to ¼ inch high, with a price range starting at $295. Models EN and EDN have wheel numbering sections which are stylus set, a printing size of 3/16 inch high, and a price range starting from $194 and $229, respectively.

American Bank Equipment Co., 5408-10 Jefferson St., Philadelphia 31. The firm's line of numbering machines contains four basic models, some using electric power, some manual with machine action triggered by insertion of document. The smallest machine can print a 7-digit number while the largest model can print up to a 20-digit number. Any symbol that will fit into an allotted space of 4½ by 2¼ inches can

Bates electric numbering machine, which operates automatically, has interchangeable, replaceable numbering heads.

be used with the machines. Consecutive, repeat, duplicate, and triplicate methods of numbering are available and are interchangeable in most cases. Die plates and 16 different styles of type are other features. Price range: $180 to $800.

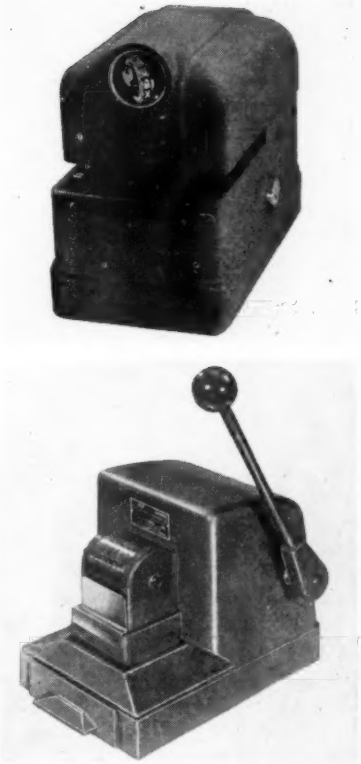
American Numbering Machine Co., Inc., Atlantic and Shepherd Aves., Brooklyn 8, N. Y. In addition to dating and combined numbering and dating machines, the firm manufactures three lines of numbering machines. The American Visible line consisting of electric and hand operated models includes Model 41, a three-movement machine, Model 21, a nine-movement machine, and Model 71 which is lever operated. The American "5 in 1" Machine line, consisting of two models, and the American Speed-Set Machine line, consisting of three models, are hand operated. All machines have a printing size range of from 1/16 to 3/8 inch. The models can accommodate prefix and suffix letter wheels, fraction wheels, $ and ¢ signs, and many other symbols in various combinations which can be engraved on wheels. Various methods of numbering are available in the different models such as consecutive, duplicate, triplicate, quadruplicate, quintuplicate, and up to ten times any number as well as reverse and skip wheels. A feature of the American Visible line is that the operator can clearly see the number which is being printed without turning machine upside down. Price range: American Visible line, $28 to $35; American "5 in 1" Machine, $22 to $25. Prices for the American Speed-Set Machine, built specially to order to meet individual requirements, start at $95.

Ameurope, Inc., 535-543 Communipaw Ave., Jersey City 4, N. J. Firm has made various models of numbering machines with 5 and 6 wheels, Gothic or Roman type, and forward or backward movement. Current details were not available at press time.

Bankers & Merchants, Inc., 3229 N. Sheffield Ave., Chicago 13. The Faymus line includes six models of hand-operated machines with a printing range size from 3/32 to 3/16 inch. Four models of letter wheels are available for the machines which have numbering methods including repeat, consecutive, duplicate, triplicate quadruplicate, and up to twelve movements. Price range: $6.95 to $21.95.

The Bates Mfg. Co., Orange, N. J. Bates has an extensive 24-model line of numbering machines, some of which are operated by hand, some by foot pedal, and some by electric power. The electric model is triggered by insertion of document. The printing size ranges from 3/32 to 5/16 inch. Any date, symbol, price, etc. may be incorporated into any model. Numbering methods available include consecutive, repeat, duplicate, triplicate, quadruplicate, and quintruplicate, and some models have up to eight movements. Methods are immediately changeable by dial. Special features include availability of die plates with symbols, letters, numbers, etc. in infinite variety; 15 type styles; and machines made to special order. Price range: From $28.50.

The Cincinnati Time Recorder Co., 1733 Central Ave., Cincinnati 14, Ohio. Cincinnati offers the Model 3900 Numbering Dater and Model 3950 Numbering Machine. "Feather Touch" trip is actuated by insertion of document, or "Tele-Trip," an external touch plate to effect electrical registration is available. Variety of figure measurements can be had. Model 3900 prints year, month, date, and numerals; Model 3950 prints numerals only, but can be fitted with additional symbols or other fixed type. Each can be fitted with upper and/or lower die plates, or 6-sided word cylinder in place of upper die plate. Numerous methods of numbering are available and all models can be equipped with number advance repeat switch which provides cut-out of number advance. All number and type wheels are hand-engraved to specification and are interchangeable. Removable slug type



Automatic numbering machine, by Ajax, (top) can be furnished with die-plates, word rolls or slides. Manual portable perforator, by American Bank Equipment, (bottom) prints letters and/or numbers.

die is available in lower die position, which is insertable and removable from outside of stamp. Stamps can be equipped with external date set wheel, and equipped with position guides. Price range: $170 to $185.

Cummins-Chicago Corp., 4740 N. Ravenswood, Chicago 40. The firm has offered 18 models of the manual 900 Series Perforators and the electric 300 Series Perforators. Current details were not available at press time.

Defiance Machine & Tool Co., 1920 S. Vandeventer Ave., St. Louis 10. Firm has made for industrial use the Automark line of steel stamping equipment. Current details were not available at press time.

Force Western, Inc., 434 So. Wabash Ave., Chicago. Current details were not available at press time on firm's Powermatic line.

William A Force & Co., Inc., 216

Readers wishing further information from manufacturers of products listed in the Tools of the Office section may use the Readers' Inquiry Coupon on page 80.

Nichols Ave., Brooklyn 8, *N. Y.* The firm manufactures three lines of hand-operated numbering machines. Model 150 which has automatic action, and Model 200 which has lever action have printing size of 3/16 inch. The Paragon line includes model 1C with automatic action, and model 26A with lever action that have printing size range from ⅛ to 7/32 inch. Paragon models 10C and 11A are combination numbering and dating machines. The Columbia Automatic line includes 2 models with a printing size of ⅜ inch. All three lines are available with consecutive, duplicate and repeat; consecutive, triplicate and repeat; or consecutive, quadruplicate, and repeat numbering methods. In addition to a wide variety of type styles, there is a rubber figure machine for surfaces such as glass, metal, etc.; a platform machine; a ribbon machine, and a multiple head machine. Price range: Prices vary depending on model and choice of assembly of different wheels.

Heller Roberts Mfg. Corp., 700 *Jamaica Ave., Brooklyn* 8, *N. Y.* The firm has offered the Roberts lines (E-21 U and E-77) featuring hand, electric, or foot pedal power with up to 13 methods of numbering available in some models. Current details were not available at press time.

Douglas Homs Co., 326 *Jackson St., San Francisco* 11, *Calif.* The firm offers more than 30 numbering machines, combination numbering and dating machines, and automatic dating units, all featuring 5-movement numbering action, in addition to the Model 175 lever action machine and a visible dial machine. Also available is an electrically-powered machine capable of numbering and/or numbering and dating a wide variety of paper stocks from air mail weight to cardboard, which is controlled by an "electric eye" actuated when the paper is inserted into the machine and which can print up to 4000 stampings an hour. A great variety of special symbols can be furnished as well as machines with all types of die plates and with figures in both Roman and Gothic.

Lathem Time Recorder Co., 76 *Third St., N.W., Atlanta* 8, *Ga.* The Lathem line consisting of the 7700 and 7900 Series includes 48 basic models which have electric drive, electric registration, and triggered and manual control. Sizes range from 5-digit numbers to 8-digit numbers. Letter or numeral prefixes and suffixes are available. Consecutive movement is standard and switch control may be had for duplicate, triplicate, quadruplicate, etc., numbering. The machines may also be equipped with upper and/or lower die plates with or without removables or rolls. Price range: $175 to $250.

National Rubber Stamp Works, 257 *W. 38 St., New York* 18. Globe Model 10 is an automatic hand numbering machine that is available in four different type styles with five actions: consecutive, repeat, duplicate, triplicate, and quadruplicate. Price: $12.50.

Pitney-Bowes, Inc., Walnut & Pacific Sts., Stamford, Conn. The Tickometer is an electrically-powered machine that is triggered by the insertion of document. Its printing size range is from 2 by 2 inches to 8½ by 11 inches. All of the machines can be adapted to accommodate any special symbol, including printing heads for the coding, dating, and back-stamping of checks. Available with interchangeable consecutive or repeat numbering devices, the machine counts at the rate of from 500 to 1000 pieces per minute. Other features include interchangeability of wheels, availability of plates and type styles as required. Price range: $1460 to $2500.

Pryor Marking Products, 434 *S. Wabash Ave., Chicago.* The Powermark line of two electric models has its mechanism triggered by insertion of document which activates a microswitch, or by a foot switch. Consecutive, duplicate, repeat, or triplicate or quadruplicate in place of duplicate, numbering methods are available. Machines also feature interchangeability of wheels.

Rapidprint Time Recorders, Inc., P. O. Box 580, *Middlefield St., Middletown, Conn.* The Rapidprint line of numbering machines includes electrically-powered models for numbering and dating and numbering alone that are triggered by the insertion of document. The electric models, which range in price from $173 to $250, can print up to 11-digit numbers, 3/16 inches high, and have consecutive, duplicate, triplicate, quadruplicate, and repeat movements which are interchangeable by a manual lever. Manual machines made by the firm include models for

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from $99.75 to $135, can print up to 6-digit numbers, 3/16 inches high, and have consecutive action only. Numbers may be repeated by moving an external lever. Both the manual and electric models are available with special die plates to print desired words and/or letters, and wheels are also available for the electric machines.

Simplex Time Recorder Co., Gardner, Mass. The firm's extensive line of numbering machines has been extended with its recent acquisition of the Time Equipment Div. of International Business Machines Corp. Among the many models offered by the firm are units which have consecutive, duplicate, and triplicate numbering up to 6-digits—they can also be equipped with a count and repeat switch. In conjunction with this, the firm has other units that have the numbering feature in addition to the time and date line. The number can be above the time line or can be placed on the same line with the date. Printing dies, word cylinders, special guides to position forms, slug dies, ignition locks, visible counters, etc., can be supplied with any numbering, time, or date stamp. In addition to standard units, the firm also manufactures hundreds of special units which include those that are remote-controlled for use in fire-alarm systems, and others especially designed for the stock exchange.

Weber & Son, 1166 Broad St., Newark 5, N. J. Firm has offered electric-solenoid powered numbering machine triggered by either insertion of document, foot switch, or touch plate. Current details were not available at press time.

Time Recorders and Stamps

Ajax Business Machines, Inc., 112 Magnolia Ave., Westbury, L. I., N. Y. Ajax offers two models of electric time recorders, which are triggered by insertion of document, designed to be used in mail rooms, vaults, and with time cards. Model ET, priced at $165, shows time in hours and minutes as does the ETC model, priced at $175, which has a visible clock. Both may be available with die plates, and have a locked timing mechanism.

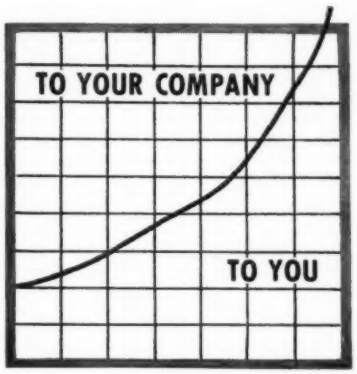
Calculagraph Co., 306 Sussex St., Harrison, N. J. The Calculagraph Elapsed Time Computers line has 18 basic models with electric and spring drive power for the timing device and manual power used for printing. Time is shown by both numerals and clock dials: in hours and minutes, and hours and tenths of hours. The Calculagraph is designed for various types of job cards, payroll cards, and tab cards. It computes elapsed time automatically, will print the starting time if required; can be supplied with blue, black, or red ribbons; can be programmed to deduct non-working time; and has automatic daily date change. Price: Less than $300.

Cincinnati Time Recorder Co., 1733 Central Ave., Cincinnati 14, Ohio. The company's four basic time clocks are the Paymaster, Clipper, Jobmaster, and Sentinel. The Paymaster is an automatic electric attendance time recorder which has a visible clock dial, simple slip-on ribbon change, automatic minute scheduling of card position, automatic 24-hour and minute signal control for starting and stopping work schedules, automatic two-color printing which indicates irregular registrations in red and is adaptable to any payroll time card. Priced at $450 and combined with an "auditor" that automatically audits the cards and prints the time of a full pay period on each, it comprises an automatic payroll auditing system. The Clipper is an automatic electric time recorder that features visible clock dial, consecutive spacing, special signaling attachment, up-the-card registration, continental and standard time, and automatic two-color registration. The Jobmaster is an automatic electric payroll and job-cost recorder which features the "Vis-a-Card" locator for proper positioning of card; hour, minute and p.m. change; automatic ribbon feed and reverse mechanism. The Sentinel is a manually operated but electrically powered payroll and job-cost time recorder which may be equipped with an attachment that will schedule the ringing of bells and buzzers of other signaling or control equipment.

Cummins-Chicago Corp., 4740 N. Ravenswood, Chicago 40. Firm has offered six models each of the electric 300 Series Perforators and of the manual 900 Series Perforators designed for use at any receiving or dispatching point where papers must be marked. Current details were not available at press time.

The Dorson Corp., 605 W. Washington Blvd., Chicago 6. The firm has made the Dorson Jr. Time Stamps designed for use in mailrooms and ship-

PROFIT$



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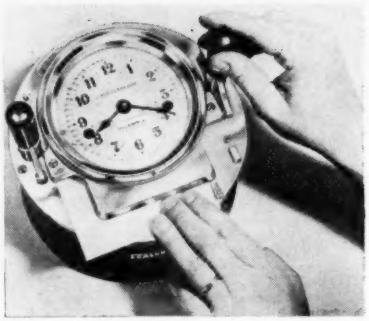


Calculagraph Co.'s elapsed time computer has automatic date changer and can be programmed to deduct non-working time.

ping departments. Current details were not available at press time.

International Business Machines Corp., Data Processing Div., 112 *East Post Rd., White Plains, N. Y.* The firm manufactures 2 models of the IBM 820 Time Punch which automatically punches employee attendance time or job-cost data into IBM cards at the sources of these operations, enabling the punched card records to be processed directly by machine accounting equipment. The timing device has synchronous motor drive power with an electronic impulse, and synchronously wired clock system. Electrical power is used for the mechanism which is triggered by document insertion. Time is indicated by a conventional clock dial with hands indicating hour and minute. Price range: $1,250-$1,450.

A. D. Joslin Mfg. Co., 123 *Arthur St., Manistee, Mich.* The Eclipse Time Stamp line consists of stem set and key set models with spring wound, jeweled clock movement. Manual power is used in printing and impressions are made where desired on card. Time is indicated by a 12-hour clock dial impression with date line, A.M., and P.M. The machine can also be furnished with such words as "received," "answered," etc. and has visible clock dial on face. It is designed for timing receipt of messages, orders, etc., time cards, and production operations. Price: $35 including FET.

Lathem Time Recorder Co., 76 *Third St., N.W., Atlanta* 8, *Ga.* Lathem Time recorders include the 4000 Series with 194 different models and the 7600 Series, both of which have electric drive and registration with triggered, manual, or remote power for printing. Time is indicated with standard face and registers in any combination of month, date, day, year, hours, A.M. and P.M., minutes, tenths and hundredths. The 4000 Series is designed for use with time cards and automated equipment while the 7600 Series can be used with any type of cards. Both feature interchangeable units with the time visibly indicated. The 5000 Series, which ranges in price from $175 to $225 can print coding symbols and years, while the 7600 Series, which is priced from $175 to $250, can be equipped to print any additional word or symbol.

The Moses Electronics Co., 330 *Locust St., Hartford* 1, *Conn.* The firm has made the Control-Ear Model CM-X Time Teller which measures automatically the actual productive time of office machines. Current details were not available at press time.

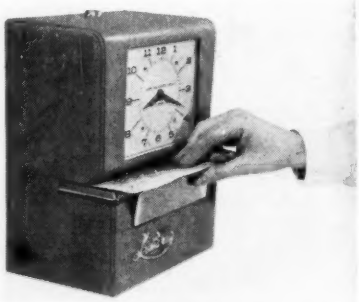
Rapidprint Time Recorders, Inc.,

Time stamp features case lock and adjustable positioning guide. (Picture courtesy of Rapidprint Time Recorders, Inc.)

P.O. Box 580, *Middlefield St., Middletown, Conn.* The firm has two lines of Rapidprint time recorders. The first contains two models which operate on electric power for the timing and printing device with the mechanism triggered by insertion of document. Time is indicated by numerals, with standard models showing hours and minutes, but the machine may be equipped to show hours and tenths of hours, hours and hundredths of hours, and hours and half minutes. This line is designed for use with time cards, in mailroom, job recording, parking lots, etc., and features, fixed or removable die plates, word roll, visible clock face, and lock. Price: $148.50 to $190. The second line contains one model which operates its timing device on electric power and another which is spring driven. Both models print through the use of manual power. Time is shown by a clock dial and machines are designed for use in mailroom. Special features include fixed die plates, word roll and visible clock face. Price: $102.50 to $125.

Simplex Time Recorder Co., Gardner, Mass. The firm has an extensive line of time and card recorders. The company's attendance recorders can be made with over 850 variations such as printing up, down, and across the cards; type wheels can print day, hour, and minute, continental hours, tenths of hours, hundredths of hours, and can be engraved in foreign languages. Special features include such items as 2-color ribbon to denote late arrivals and early departures in red, a bell ringing device, a clipped-corner device which means that the time card must be inserted in the correct manner before the recorder will operate. With the addition of the attendance recorders (formerly made by International Business Machines Corp.) additional combinations are possible. The firm's KCF Job-Cost recorders also have a wide variety of type wheel combinations; can print either on the left or right hand side of the card; can be equipped with a bell-ringing device; are either trigger-trip or push-plate operated. This line is also expanded by the acquisition of IBM units.

Stromberg Time Corp., Main & Elm Sts., Thomaston, Conn. The firm makes three models of electric time recorders, priced from $140 to $410, which are designed for payroll time cards; two models of electric time stamps, priced from $125 to $215, designed for mailroom, files, communication systems; and one model of electric job recorders, priced from $205 to $230, designed for cost records, work tickets, and parking systems. Both the time and stamp recorders are triggered by the insertion of card but finger pres-



Lathem Time Recorder Co.'s 4000 Series model has unbreakable clock crystal and is used for many timekeeping jobs.

Multiplication by calculator—

BREEZE OR BOTTLENECK?

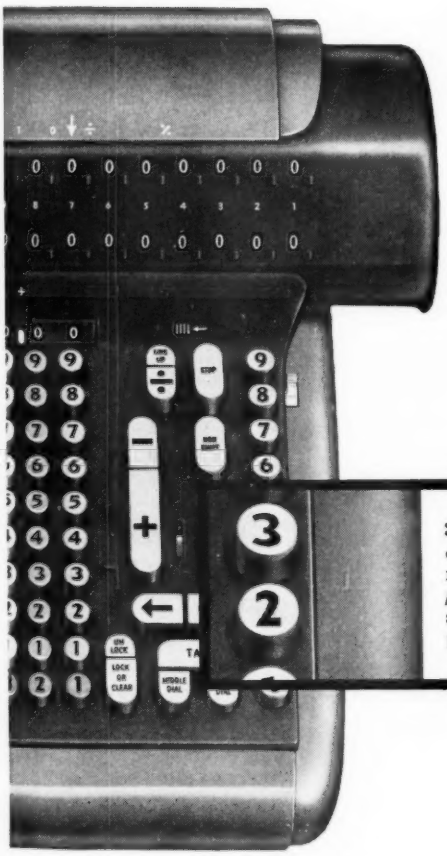
Multiplying is a breeze the Marchant automatic push-button way... there's no waiting for answers *

When multiplying with any other calculator, there's an idle wait while the answer builds up. This "watch and wait" multiplication can be a *figurework bottleneck,* costly in time and money.

But there's *no waiting* with the Marchant calculator. Marchant's exclusive "live" multiplier keys give you the answer as fast as the digits are entered! And when the last multiplier key is touched, it's the *answer,* not the user, that's waiting!

That's Marchant's *push-button multiplication* . . . automatic, simultaneous! You know you're right, too, because only the Marchant shows three dials of proof—for keyboard entry, multiplier and answer.

Your nearby Marchant Man will be glad to show you how the ease and speed of Marchant's automatic *push-button multiplication* can help you cut your figurework costs and boost your figurework output. Or, send the coupon for full information.



* These "live" multiplier keys . . . exclusive on the Marchant calculator . . . make possible Marchant's fast, easy *push-button* multiplication...automatic, simultaneous! You just touch the multiplier keys and read the answer!

Modern Management Counts on Marchant

MARCHANT CALCULATORS

Division of SMITH-CORONA MARCHANT INC.

OAKLAND 8, CALIFORNIA

NEW 10-KEY ADDING MACHINE PERMITS HIGH-SPEED TOUCH-SYSTEM OPERATION

Light, lively touch and compact, simplified keyboard make complete touch system easy. You'll breeze through addition and subtraction with this fully electrified adding machine.

MARCHANT CALCULATORS, OAKLAND 8, CALIFORNIA

☐ Please send full information on how the ease, speed and accuracy of Marchant calculators can cut our figurework costs and lighten our figuring burden.

Please send full information on the new Marchant 10-key fully electrified adding machine. E-2

NAME _____

PLEASE ATTACH COUPON TO YOUR BUSINESS LETTERHEAD

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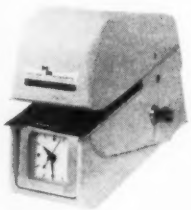
NEW

and improved

TIME *and* DATE STAMP



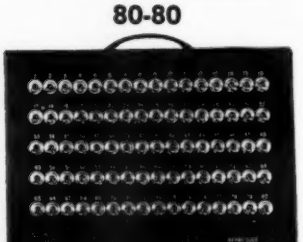
This new Roberts HRTD time and date stamp gives you crisp clear impressions with great flexibility of printed message. Utilizes three simple basic balanced units—printing head, ribbon mechanism, electric drive—and new hammer method of printing with automatic self-aligning platens. Paper-trip operation. Fine engineering. Choice of three colors. One of a family of Roberts numbering devices famous since 1889. Write Roberts Numbering Machine Division, Heller Roberts Mfg. Corp., 700 Jamaica Ave., Brooklyn 8, N. Y.

HELLER ROBERTS
Manufacturing Corporation

SPEED UP AND IMPROVE YOUR CARD REPRODUCING OPERATION WITH AN AUTOMATIC

QUIKSWITCH

80-80



The Quikswitch 80-80 is a switchable plugboard for the IBM 514 or the 519 reproducer. It replaces the manually wired 80-80 board and provides column-for-column reproducing into blank cards or, at the flick of a switch, any desired column can be left blank or gang punched with constant data.

No wires to pull—no wires to replace.

We invite your inquiry for detailed information.

(Illustrated is the 519 panel. The 514 panel does not have the six switches for Punch-X control.)

EXCLUSIVE DISTRIBUTORS

THE SNAPOUT FORMS CO.
CHARDON • OHIO

Use Readers' Inquiry Coupon on Page 80

Tools of the Office

(Continued)

sure and remote tripping are also available in addition on the time stamps. All models of the three lines are provided with conventional clock setting dials. Various models of time recorders offer completely automatic operation, printing of hours decimally with date or day and optional prefix symbol; printing of day, hour, and minutes, A.M. and P.M.; and printing of 16 consecutive lines automatically. Special features of the time recorders include imprinting of irregular time in another color, or "out of pattern," a symbol to identify machine making the record, programming of lines according to work schedule, and an optional, interval "bell ringer." Time stamps feature automatic operation on some models, printing continental time and fractions of minutes, and printing of year, month, date, A.M. or P.M., hours, and minutes. Special features include permanent or changeable inscriptions to be printed above and below the time line. Job recorder imprints may include all or part of the following: year, month, date, meridian or numbered hours, minutes, tenths, hundredths or five hundredths of an hour on either right or left hand side of card. These imprints may also include prefixes or special symbols to identify imprints, and the job recorders will accommodate a wide variety of sizes of single or multiple copy forms.

Check Devices

Ajax Business Machines, Inc., 112 *Magnolia Ave., Westbury, L. I., N. Y.* The four models of the Ajax-Hercules lines of check certifiers, priced from $210 to $350, are manually operated machines which afford protection by serration and which can print symbols of foreign currency—Spanish, Portuguese, etc. The Ajax line of check signers and endorsers consists of Model EC, priced at $215, in which the checks are fed in by hand; their insertion triggers the mechanism which prints background impressions. Features include a counter, lock, and convertibility from signer to endorser.

American Bank Equipment Co., 5408-10 *Jefferson St., Philadelphia* 31. The firm's line includes six basic models designed for canceling, voiding, receipting, numbering, dating, coding, and marking by perforation, priced from $98.50 to $800. Checks are fed in by hand, and machines can be triggered by insertion of document. Special features include installation of locks, any combination of numbers or letters, and availability of symbols or codes. Speed of operation may be as high as 20,000 papers per hour.

Applied Research Corp., 2609 *W. 12th St., Box* 1316, *Erie, Pa.* Current details were not available at press time on firm's line of Perma-Print check protectors.

Bankers & Merchants, Inc., 3229 *N. Sheffield Ave., Chicago* 13. The Faymus check writer and protector is a manually powered machine which embosses and serrates. The standard model prints only in U. S. dollars but the machine can be ordered to print any foreign currency symbol. Price: $23.95.

Checkwriter Co., Inc., 565 *Broadway, New York* 12. Current details were not available at press time on firm's Protex line of check devices.

Cincinnati Time Recorder Co., 1733 *Central Ave., Cincinnati* 14, *Ohio.* Firm's VPR Stamp line includes Model 3840 Validate-Proof-Receipt Bank Stamp for validating multi-copy deposit tickets; Model 3850 Bank Endorser Stamp; Model 3960 Bank Certification Stamp; Model 3700 Bank Signature Stamp; and Models 3500 and 3600 for safe deposit vault records. Electrical registration through ink ribbon supplies protection. Hand power is used in feeding of checks; electric power in printing. Machines can be triggered by insertion of document, or can be equipped with "Tele-Trip" touch plate feature. Availability of position guides is a feature. Price range: $110 to $205.

Cummins-Chicago Corp., 4740 *N. Ravenswood, Chicago* 40. Current details were not available at press time on firm's line of cancelling machines, the 300 and 900 Series Perforators, and Model 230 Cansamatic Rotary Perforator; 270 Series Check Endorsers, 270 Series Signing Machines, and 250 Series Signers.

Friden, Inc., 1 *Leighton Ave.,*

(To Page 51)

Readers wishing further information from manufacturers of products listed in the Tools of the Office section may use the Readers' Inquiry Coupon on page 80.

THE *FASTEST* MINUTE IN ACCOUNTING!

3 Seconds. Accountant enters last item on worksheet, printed on ordinary translucent paper, and gives it to the operator of the Bruning Copyflex copying machine. The report can be a first issue or a re-issue of almost any type of accounting report!

48 Seconds. Operator places translucent worksheet on sensitized Copyflex paper and feeds into the copying machine. She gets a sharp, black-on-white copy (or color-tinted if desired)—in seconds. She repeats the operation to obtain additional copies.

9 Seconds. Operator presents four copies of report to accountant for distribution. And that's it! No retyping of repetitive data. No copying errors. Each Copyflex copy looks like an original. Each copy costs less than a penny for materials.

Over any other copying method, you save more time and work, by the minute, with Copyflex! Machines are clean, quiet, odorless ... offer copying widths up to 54" and are priced as low as $555 for the table top model. Lease-Purchase Plan available.

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Low-Cost Diazo Copying at Its Best... **Copyflex**

The Bruning Man *is your expert on paperwork. He's backed by a company with over 60 years' experience as researcher, manufacturer, and supplier. He's located in principal U. S. Cities.*

Charles Bruning Company, Inc., Dept. 2-L
1800 Central Road, Mount Prospect, Ill.
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In Canada: 105 Church St., Toronto 1, Ont.

Please send me my free copy of the 16-page booklet, "Shortcuts to Accounting."

Name_____ Title_____

Company_____

Address_____

City_____ County_____ State_____

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ELECTRIC TYPEWRITER COMPARISON CHART

	SMITH-CORONA	Brand A	Brand B	Brand C	Brand D
AUTOMATIC MARGINS Simple one-hand, one-step operation.	YES	NO	NO	YES	NO
SIGNAL LIGHT Positive visual indication if motor is ON or OFF.	YES	NO	NO	NO	NO
TOTAL TABULATOR CLEAR Clears all stops instantly without moving carriage.	YES	NO	NO	NO	NO
ERROR CONTROL Simplifies correction of errors and line justification.	YES	NO	NO	NO	NO
BOTTOM MARGIN INDICATOR Page Gage accurately indicates bottom margin.	YES	NO	NO	YES	NO
88 CHARACTER KEYBOARD Standard at no extra charge.	YES	NO	YES	NO	YES
KEYBOARD SLOPE Key top slanted to fit natural movements of fingers.	YES	NO	NO	NO	NO
ROLL-FREE ACTION Releases typebar cams with no "scuffing" action.	YES	NO	YES	NO	NO
SAFETY COVER Motor shuts off when cover is raised to change ribbon.	YES	NO	NO	YES	YES
CUSHIONED TOUCH Eliminates jar to sensitive finger tips at end of each stroke.	YES	NO	NO	NO	NO
THE WORLD'S FASTEST ELECTRIC TYPEWRITER	YES	NO	NO	NO	NO

DECIDE FOR YOURSELF!

Before you buy, compare Smith-Corona with any other electric typewriter made!

Feature for feature, point for point, *compare* the Smith-Corona with any other machine on the market today. You'll see why the Smith-Corona is not just equal... but *superior* to every other brand! Before you buy an electric typewriter, call your nearest Smith-Corona representative, and have him demonstrate the many exclusive features that make the Smith-Corona today's *soundest* typewriter investment!

Smith-Corona Electric

Use Readers' Inquiry Coupon on Page 80

(*Continued*)

Rochester 2, *N. Y.* The Endorsograph, Model NC which operates alone, and Model NX which can be used with microfilm, is used for endorsing and cancelling. A pin type wheel which embosses is available for protection as well as a counter. Electric power is used for feeding checks and in the printing unit, which is triggered automatically by the insertion of the check. Speed is up to 300 pieces per minute.

Hall-Welter Co., Inc., 46 Mt. Hope Ave., Rochester 20, *N. Y.* The Speedrite line of two models of check writing and protecting machines gives serrated protection and is hand operated at speeds of up to 300 pieces per hour. The Chexsigno line of 2 models of check signing machines produces a serrated signature. Manual power is used in feeding checks with hand or electric power available for the printing units. Speeds are from 1500 to 1800 pieces per hour.

The Hedman Co., 1158 W. Armitage Ave., Chicago 14. Current details were not available at press time on the Premier Electric check signer.

Heller Roberts Mfg. Corp., 700 Jamaica Ave., Brooklyn 8, *N. Y.* Current details were not available at press time on the American line of cancelling and dating, or endorsing machines.

Lansdale Products Corp., Box 568, *Lansdale, Pa.* The Executive check protector is a hand-operated, pocket-size device which gives protection by perforation and inking of perforated edges. Price: $9.95.

Metal Specialties Mfg. Co., 1975 N. Cornell Ave., Melrose Park, Ill. The Presto check protector is a hand-operated device which perforates for protection. Price: $1.

Monroe Calculating Machine Co., Inc., 555 Mitchell St., Orange, N. J. Current details were not available at press time on the firm's D-10-ww Keyboard check writer.

Pitney-Bowes, Inc., Walnut & Pacific Sts., Stamford, Conn. The RTPH and Tickometer machines are used for signing, endorsing and cancelling of checks using indelible ink for protection. Both machines use electric power for feeding checks and printing units, and the mechanism is automatically triggered by insertion of check. The RTPH has a speed of 150 checks per minute, has automatic stacking and

PB scales help you offset higher postal rates!

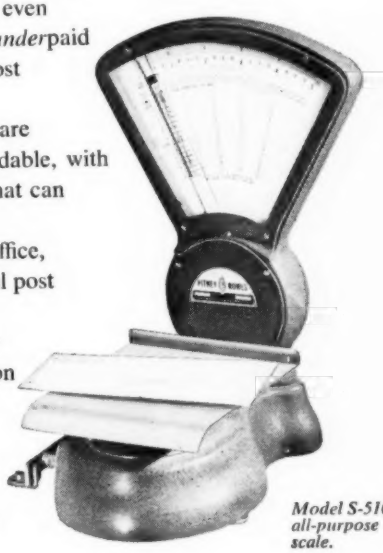
Your postage costs have gone up from 3¢ to 4¢ an ounce for first class letter mail, from 6¢ to 7¢ for airmail. (That makes it 64¢ a pound for regular letters, $1.12 for airmail!)

Since August 1st, when the new rates took effect, a *precision* mailing scale has been more of a must in your office than ever! *Over*paid letters will cause even heavier hidden postage losses; *under*paid letters cause "Postage Dues," cost you good will!

Pitney-Bowes' mailing scales are fast-acting, accurate and dependable, with widely spaced chart markings that can be read *correctly* at a glance.

There are models for every office, large or small, including a parcel post scale of 70 lb. capacity.

Ask the nearest PB office to demonstrate, or send the coupon for a free illustrated booklet.



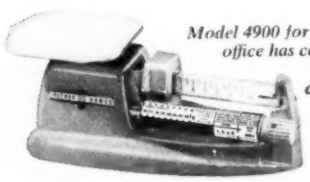
Model S-510, all-purpose scale.

FREE: *Handy desk or wall chart of latest Postal Rates, with parcel post map and zone finder.*

PITNEY-BOWES Mailing Scales

PITNEY-BOWES, INC., 2998 Walnut St., Stamford, Conn.

Originator of the postage meter . . . offices in 121 cities in U. S. and Canada



Model 4900 for the small office has convenient postage computer.

PITNEY-BOWES, INC.
2998 Walnut St., Stamford, Conn.

Send free booklet ☐ *rate chart* ☐

Name _____

Address _____

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Filing Problems In Your Business?

Then get the new R-Kive File—lightweight, portable, with many uses in office and home. 10"h x 12"w x 15"l; holds letter size the 12" way, legal size the 15" way. Strong, corrugated fibre board with handy "tote" openings front, side and rear for easy handling. Read-at-a-glance index area. Attractive, fade-proof finish.

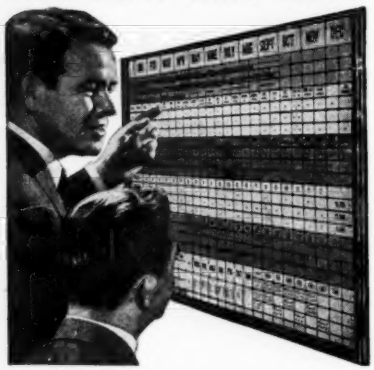
R-Kive FILE

2 for $2.60
Postpaid

Write For Additional Information

BANKERS BOX CO., Dept. OM2
2607 North 25th Ave. Franklin Park, Ill.

You Get Things Done With Boardmaster Visual Control



- ☆ Gives Graphic Picture of Your Operations—Spotlighted by Color
- ☆ Facts at a glance — Saves Time, Saves Money, Prevents Errors
- ☆ Simple to operate — Type or Write on Cards, Snap in Grooves
- ☆ Ideal for Production, Traffic, Inventory, Scheduling, Sales, Etc.
- ☆ Made of Metal. Compact and Attractive. Over 300,000 in Use

Complete price **$49.50** including cards

FREE 24-PAGE BOOKLET NO. G-200 Without Obligation

Write for Your Copy Today
GRAPHIC SYSTEMS
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locking devices, and can be used with many models of firm's mailing machines which will also seal and count paycheck envelopes. The printing head which fits many models of the firm's mailing machines is priced at $285 plus dies. The Tickometer has a speed of 30 pieces per second, features automatic stacking, locking device, and counter, and is priced from $1460 to $2500.

Rapidprint Time Recorders, Inc., P. O. Box 580, *Middlefield St., Middletown, Conn.* The Rapidprint line includes a check signing machine, a check signing and endorsing machine and a check certifying and endorsing machine, all using hand power in feeding checks, with speeds depending on the operator. The check signer uses electric power for the printing unit with the mechanism triggered by the insertion of the plate. It features easily changeable signature plates, case lock, reset counter, and adjustable positioning guide, and is priced from $205.50 to $230. The check signer and endorser machine uses electric power for its printing unit which is automatically triggered by insertion of check, has easily changeable plates, and optional features such as electric switch lock, reset counter, and positioning guide. It is priced from $142.50 to $182.50. The check certifier and endorser uses manual power in its printing unit and is priced from $91.50 to $113.

Safeguard Corp., Lansdale, Pa. Current details were not available at press time on firm's Chek-gard line of check writers.

Simplex Time Recorder Co., Gardner, Mass. The firm makes stamps which are used for endorsing checks prior to deposit as well as a die stamp to be used as a check signer, which is equipped with an ignition lock so that only authorized personnel can operate the machine.

The Todd Co., Inc., P. O. Box 910, *Rochester* 3, *N. Y.* Current details were not available at press time on the Protectograph, Blue-Streak, and Imprinter lines offered by the company.

Next Month:

Duplicating and Copying Equipment

Forms—

(*From Page* 23)

by inserting the "description" column between "unit price" and "total price," you enable it to compute the answer while the "description" of the item, is being filled in. Clever? Gosh, no!—it's just common sense! As quick as the machine is at computing, it still needs a fraction of time to come up with the answer. So why should it sit idle, merely computing, when it can be computing while it works at typing across the page? The machine doesn't need a coffee break! Actually, we know of applications where the operators take coffee breaks while the Flexowriter or Computypers are busy filling in static data fed to them by perforated tape! Thus you have the ultimate wish of every office manager achieved, a coffee break without an interruption of work!

Both margins important

With a limited printing area on I.D.P. forms it is important to remember that the right margin is every bit as important as the left one. If you design a form for Computyper, for instance, and allow a box with room for eight characters at the end, what happens if you sell an extra large quantity of your product and the extension reaches ten figures? You tell *us?* We'd rather not find out the hard way!

The high speed printers available in I.D.P. equipment which can pound out 600, 800 or even 1,000 lines of information a minute, may be very helpful to the executive patiently waiting in his big office for the dolly load of reports in store for him, but it has created a problem for the forms man. Printing equipment in that category requires special treatment. It needs an air-conditioned room with a minimum-maximum temperature range under very close control. Too much moisture, or too little can jam it up. The paper too, has to have special features. It has to be strong enough to stand up under 600 or more impressions per minute, yet light enough to permit multiple part sets. So we need special papers super calendered to obtain thinness in bulk without sacrificing weight or strength. Remember, they face a forms burster at the end of their run and that presents another problem.

They have to have the interleaved

First choice with businessmen... the "Thermo-Fax" Copying Machine

No other office machine does so many jobs so easily...for so little!

Billing, accounting, addressing, communications . . . businesses throughout America use the "Thermo-Fax" Copying Machine—in over 100 different ways—to speed work and cut costs. It's completely electric, completely clean. It makes dry copies of business papers in just four seconds without the use of chemicals or negatives.

"Thermo-Fax" Copy Paper is available in a variety of colors to expedite communications. These are reasons why more businessmen buy and *prefer* "Thermo-Fax" Copying Machines—proved by recent surveys made by leading business publications. See this office machine that does more, quicker, at lower cost. Phone your dealer or mail the coupon.

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Please send me details on how the "Thermo-Fax" Copying Machine will help me cut costs in my business.

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Company _____

Address _____

City _____ Zone ____ State _____

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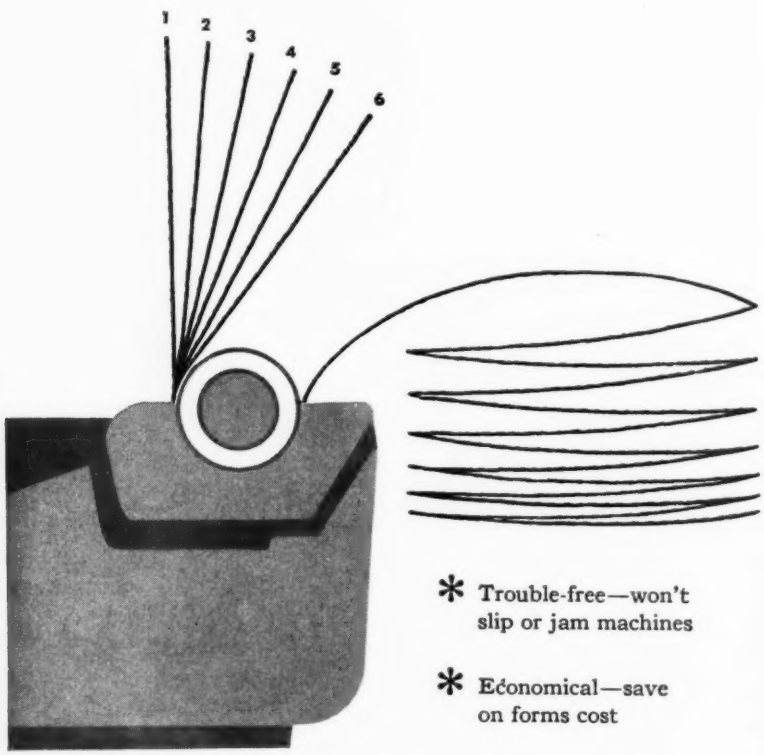
AN IMPORTANT ADVANCEMENT. AVAILABLE NOW FROM BALTIMORE BUSINESS FORMS

NEW 2 to 6 Part PASTED

Continuous Forms

For the first time you can get PASTED continuous carbon interleaved forms with up to 6 parts or copies. Non-slip, non-jam operation. PASTED with Baltimore's new methods and equipment for trouble-free performance in any typewriter, office or tabulating machine.

It is no longer necessary to accept stapled forms. Baltimore Business Forms' new 4, 5 or 6 part pasted forms provide ALL needed forms with one operation. Write or phone today for samples.



* Trouble-free—won't slip or jam machines

* Economical—save on forms cost

Baltimore Business Forms

(DIVISION OF BALTIMORE SALESBOOK CO.)

3134 Frederick Ave., Baltimore 29, Md.

Use Readers' Inquiry Coupon on Page 80

carbon sprocket-fed as well as the forms. Floating carbon can lead to a jam-up. The individual sets must be fastened as well. The carbon must be featherweight, yet strong, and so on. As rapidly as these paper problems come up, the paper manufacturers take strides to conquer them.

There are other machine limitations that concern the design. On the Teletypewriter for example, the operator cannot "back up" the machine. Therefore, if she is typing two addresses side by side on an invoice, such as for the blocks "Ship to" and "Invoice to," she must type straight across, first the name of each, then the street address of each, then the city, of each. If you recognize that possibility and don't care for it, then you place the address spaces one under the other on your form.

Space between forms

Remember also, to provide sufficient room for ejection and tear-off on this type of form. Obviously, you can type all the way down to the bottom line on your form, for the machine has continuous feed, but remember it has to eject the form and it will be torn off by the operator. You should allow at least one inch between typing the bottom line of one form and the top line of the other. If not, you'll find yourself tearing off the top edge of your next form, after you press the eject key.

Some general points to bear in mind about forms design for machines actuated in part by hand and partially by five-channel tape or edged punched card are these:—First try to gather the static and variable information into as few groups as possible. In that way you cut down on the number of times that you switch back and forth from manual to tape. It helps the machine operate faster and gives your operator more of a rest between "key-depressions."

You can also use screened areas on your forms to designate blocks of special information either to be inserted or picked off later.

Naturally, you will want to test your design on an actual machine before you use it and *before* you find yourself with thousands of dollars worth of forms on your hands. This is also an appropriate time to test the carbon and paper you plan to specify. Platen limitations hold you to maximum thick-

(To Page 57)

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The astute businessman—the man on top and the man on the way up—gets that information from the businesspaper he subscribes to in his particular field. He reads for profit, not for pleasure. He searches for facts he needs to make decisions. For fresh ideas. For new methods. For new products he can put to work. He reads, in short, to get the "inside track" against competition.

And he finds much of what he wants and needs in the advertisements in his businesspaper. So, logically, he reads the advertising with the same scrutinizing care he devotes to the editorial pages.

Take a tip from the man on the move who wants to keep his job and his business *moving*—on the "inside track." Subscribe to your businesspaper. Read every issue. Carefully. Thoroughly. Searchingly.

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One of a series of advertisements prepared by THE ASSOCIATED BUSINESS PUBLICATIONS

Forms—

(From Page 54)

ness of ply for legibility and you may have to experiment with several different kinds and grades of paper and carbon before you arrive at the right combination that will give you the number of parts you need. If you find that you have exhausted your samples and still cannot come up with a sufficient number of clear copies for your company's requirements, there is another answer. Switch to a continuous paper offset master or hectograph master. Then you can keep everybody happy by giving all of them copies!

A good forms man however, considers that last sentence a fighting phrase. His job is to cut down on the paper work, not add to it! Let him therefore keep up with the latest in I.D.P. equipment. By studying and using the design principles applicable to it, he will then be doing all he can to lighten the clerical burden.

Messengers—

(From Page 33)

Two-way radio, as the company well knows, has been used very successfully for years by truckers, delivery services, taxicabs, motor vehicle emergency services, and other companies with dispatch problems similar to ours.

Also, Kirchwehm Bros. Cartage Co., has been dispatching the other vehicles in their fleet for many years via radio to good advantage.

With the plan approved, arrangements were made with Kirchwehm Bros. to obtain the nine drivers and vehicles. A base station was set up for the dispatcher near the shipping area of the corporate headquarters on Augusta Boulevard and the new vehicles were equipped with two-way radiophones—Motorola brand, of course.

The entire system was installed under the direction of engineers of the Communications & Industrial Electronics Division and put into operation on a frequency of 468,100 megacycles in the Citizen's band after being granted a license by the Federal Communications Commission. The dispatcher works through a remote control console which is linked by a wire line to the transmitter which is located at the base of the company's antenna tower.

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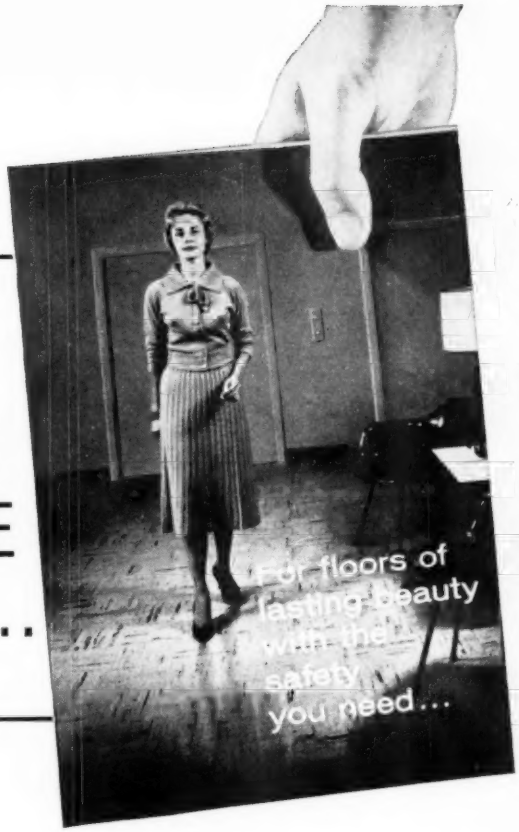

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Lewis B. Stuart, Executive Vice President,
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RALSTON PURINA COMPANY saves time and money with these NCR Paper forms:

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As the responsibility for messenger service was turned over to the Administrative Services Department, the money budgeted to the various individual departments was also transferred. This changeover is an important one to insure a savings.

On the subject of savings, we feel a substantial annual sum will be realized. The twelve full-timers and eight part-time men who formerly handled this work are freed for other tasks, while we now get complete service with the nine men from Kirchwehm. All mileage costs for the use of the part-timers' private automobiles have also been eliminated.

Other improvements are less tangible but equally important. We can provide better service to all who need it; we have been able to set up a program of scheduled runs to provide package, mail, and passenger service between the various plants, when this means is the quickest and most economical.

A most important benefit is that line managers will be relieved of the time consuming activity which functionally should never have been their responsibility, but which they had to pick up due to necessity.

The scheduled runs occupy only two of the messengers. The other seven are available for non-scheduled requests which often take on "emergency" proportions when an authorized supervisor makes a request for the messenger service. For example, railroad tickets for a rush out-of-town trip must be picked up in the Loop; a special kind of material carried by a distributor on the other side of town is needed in engineering to finish up a development model; or extra cartons of components are needed to keep a radio production line running. And the less critical, but quite important, matters also are taken care of, such as providing a hospitalized employee a television set during his illness.

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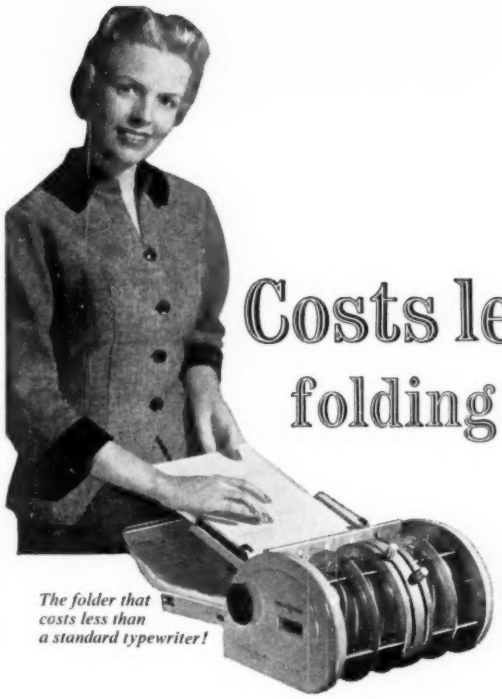

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Continuing management support is the key to healthy, effective planning function

Management too often gives the planning group all the support it needs at the time it is created — and then promptly forgets it, robbing it of future usefulness —

by R. L. McCaffrey
Management Consultant, Tuckahoe, N. Y.

A RECENT STUDY of the planning activities of a good cross-section of companies, large and small, pointed up a few matters which are of deep concern to the conscientious planning man, and also of urgent interest to management as a whole. It is hoped that these few brief observations will focus attention on a problem which in all too many companies is still being ignored at the top.

First of all, there are few planning groups in existence today that are within 50 per cent of their potential effectiveness in dealing with office management problems. The principal reason for this, I am convinced, is the lack of *active* support from top management. I learned early in my meanderings to travel well-stocked with handkerchiefs, because once a planning man could be persuaded to let his hair down, the tales of woe were enough to bring tears to the eyes of a desiccated potato.

Almost everywhere I found competent men in charge of the planning activity. They all appeared to be anxious to do a worthwhile job, but many of them are so frustrated in their efforts that they will certainly end up on a carousel of failure. Why? Primarily because the management which created them is so concerned with other important matters that it pays little more than lip service to the devout blessings it conferred at ordination.

Here is one of the most glaring inconsistencies to be found in management today. Reports to stockholders and to directors inevitably contain references to the problem of rising costs, yet at the same time management practically ignores or at least unconsciously hampers its planning activity, which is one of its primary sources of expense control.

If there is any one principle which is fundamental to the success of the planning activity, it is this: The planning group must report to the highest ranking executive who is responsible for *control* of the company's internal operations. This usually means the President or Executive Vice President, although in some instances the Controller or Administrative Vice President may be the appropriate staff officer if he is high enough in the organization structure. Where the bulk of a company's clerical operations is spread over several departments, none of the executives heading up any such departments, no matter how competent he may be, can successfully run his own department and at the same time be responsible for an effective planning activity, which necessarily cuts across departmental lines.

It is easy to find general agreement with this principle, but in the great majority of cases there is a "reason" why that particular company doesn't operate exactly in accordance with it. Historical errors of organization are perpetuated, or "practical considerations" such as personality problems are the usual reasons why the principle has been compromised.

Management all too often has taken the easy way out. This weakness is not limited to management's treatment of the planning activity, and is often reflected in many different parts of an organization. But I stress the orphanage of the planning group particularly because if that unit were functioning properly it would be an instrument peculiarly qualified to give management the objective appraisal it needs of its organizational and procedural problems and point the road to solution of them.

Give the planning man any nondescript title you may pick to disguise him, but operating people will always know him as that miserable creature, the "efficiency expert." He therefore has a tremendous handicap before he even starts, a handicap which he cannot overcome solely by the force of his own personality, no matter how well suited he may be for the "selling" job which he must do. His continuing "sponsorship" by top management and a clear definition of his responsibilities are as essential to his success as is his ability to get along well with people.

Responsibilities Often Shift

This matter of definition of responsibilities is another bugaboo of the planning man, and again the blame is clearly traceable to the office of the chief executive officer. In most of the companies reviewed, there was no clear definition of responsibilities. Even in cases where such a statement was broadcast at the inception of the program, the responsibilities have changed without any further announcements. The planning activity has drifted out of some of the original fields, perhaps because of inability to get support from management, or has surreptitiously branched out into other pastures and caused frictions and jealousies because management made no clear announcement confirming such enlarged activity.

Management's statement of the responsibilities of the planning group must not only be widely circulated at the outset; it must be restated at regular intervals, perhaps once a year, so that there is a constant reminder to operating people that this is a function in which management has an active interest.

Another observation: Have you ever looked at the elaborate organization charts, outlining the functions of the planning unit? Most of them are all-inclusive, aren't they? But how disillusioning when you begin to ask

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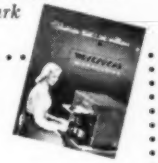

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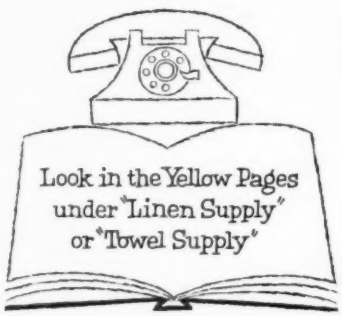

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questions as to exactly how they carry out the described functions! "Well, no, we haven't gotten into that much as yet. But we hope to some day!" Or: "Yes, that looks good on paper, but actually we don't go that far. Too much difficulty with some of the operating people."

Isn't it a bit ridiculous to show a chart which is not a true reflection of what is actually being done? It's bad enough for an outsider to see this, but how will the planning group gain acceptance in its own company if operating people can—as they do—sneer and say that the planners are a bunch of self-inflated chartists?

Planners not faultless

The fault here lies not only with management; the planning men themselves are as much to blame. They publish charts of what they *think* they should be doing or, in some cases, what they would like others to believe they are doing. If they were more realistic, they would present management each year with *two* charts—one, their ideal, and the other their actual status. Each year, the planning man would endeavor to convince management to accept *and support* the ideal; if management persisted in holding to the more limited chart, then the planning man would publish only what management has agreed to, concentrate on doing the best possible job within that framework, and not try to kid either himself or the operating people as to the scope of his responsibilities.

One final note: The lack of coordination between the planning group and other staff activities such as personnel and purchasing is quite pronounced in many companies; in others, there is an unhealthy domination by one of the other. Actually, in a few cases it was difficult to believe that the heads of these three units were working for the same company, so far apart were they in their thinking.

Strong arguments can be made for and against the grouping of these activities under one senior officer. Whether or not they are together or in separate parts of the organization, the important fact is that there is a profund need for a clear definition of their respective responsibilities and a harmonious working relationship in the various areas where they cross each other's path. Anything less than this inevitably results in increased costs of operation.

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Personnel—

(From Page 28)

not on their similarities, but rather on the subtle differences that distinguish one from the other. Actually there is very little difference between one man and another. But that little difference is tremendously important. This also applies to personnel programs. In many respects they are all alike — in their functions and in their responsibilities. So it is not in their similarities that they are distinctive but in their distinguishable differences. These are very significant.

The difference may not be very obvious, but that degree of difference is what determines the personality.

Every personnel program is composed of various elements in varying proportions. What makes one product different from another is not only the elements that go into it but also the proportions of every element used. Take a cake recipe, for example. Different ingredients will result in different kinds of cakes. But even the same ingredients will turn out cakes that are not alike if the amount of the ingredients varies.

Procedures don't make program

With the same eighty-eight notes on a keyboard, why does one man's music sound better or worse than that of another? It is the skill used in arranging the notes, the tempo with which they are played, and especially the touch or feeling that is put into the playing that accounts for the difference. When a musician goes flat on one note he spoils the entire effect.

A personnel program of eighty-eight component parts will likewise not be the same in one company as in another even if the identical eighty-eight components are used. Expressed another way, just putting notes together won't make music; it is more likely to produce noise. Putting separate personnel procedures together will not, of itself, result in an effective program.

The elements that go into creating a personnel personality must all be present in sufficient quantity to assure having a personality at all. But the degree of emphasis placed on each of the component elements will make the difference between one personality and another.

The combinations and permutations of these component elements is what makes one personnel personality distinctive from another. What these elements are and what degree of emphasis each element should receive is the decision of the personnel executive as he strives to fashion the type of personnel personality that best suits the needs of his company and his workforce.

Functions must be humanized

Conscientious personnel administrators who seek guidance in this matter are reminded that the basic functions of all personnel programs can generally be divided into six broad areas. Academically speaking, the logical subdivisions of a total personnel program are these: 1) Research and Standards, 2) Employment, 3) Education and Training, 4) Safety and Health, 5) Employee Activities, and 6) Wage and Benefit Administration. The day-to-day personnel activities, and the scientific methods used to perform them, that fall into these six categories tend to make all employee programs alike.

But personnel administrators must be concerned not only with the functions but also with their meaning. The extent to which these functions are humanized determines the meaningful difference between programs.

A good personnel executive knows at all times how closely the program matches the personality of the workforce. He studies not only the efficiency but also the behavior and cultural pattern of people available for employment. He builds his program by building people.

Business, after all, does not exist merely to produce more goods or better services, though that is no small part of its task. Business also, especially in today's enlightened era, affords the principal means whereby individuals may gain the satisfaction of accomplishing something more than merely sustaining their own lives.

A personnel program built around procedures, even though each separate instrument is a technical masterpiece, is lifeless. A program built around people is warmly effective because it has a personality. The administrator of a coldly efficient program is an ordinary personnel manager. The administrator of a personality plus program is an extraordinary personnel executive.

What is the personality of your personnel program?

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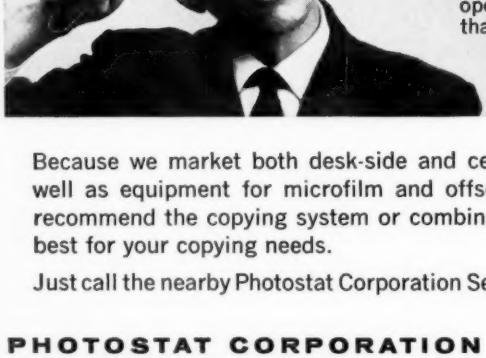

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Center—

(From Page 26)

accepted duty in the Active Reserve are subject to recall only in time of war or national emergency), would be independent of the Air Force as far as any reporting duties are concerned. Yet the very purpose for which the Center has been established made it important that it have current information on reservists' home addresses, new skills, marital status, number of dependents, etc.

Facts summarized on tab cards

As an airman or officer is relieved of active duty, and transferred to the Reserve, his basic military records are sent to Denver, where, before being filed, all pertinent facts are also recorded for IBM card posting. This is vital, because in terms of the way the Reserve is organized, even an airman or officer who does not choose Active Reserve Status is subject to selective assignment to a flying or support unit of the Air Force Reserve, or to a mobilization position with a Regular Air Force unit. In other words, if either a Reserve or Regular air unit in his home area should need, at any time during the period of his Reserve obligation, someone with his specialty, and if there is no active reservist available, he may be automatically assigned to the job.

Thus, the Record Center must be prepared to identify a given specialist in a given area when needed—not too difficult a job, as far as the specialty is concerned, but one that can offer some real problems if the specialist is needed a year or so after his relief from active duty, and he has, in the meantime changed his home city—or, for that matter, even his home in a given city.

In order to keep its records as current as possible, the Records Center mails an annual survey questionnaire to all the personnel whose records it has on file. From replies to this questionnaire, it brings up to date its individual records as far as address, number of dependents, and all other pertinent information is concerned. But it also attempts to persuade reservists to volunteer information as changes in their status occur.

It achieves this to a degree by offering to each reservist "personal his-

torian" services. Records of military assignments, medical history, specialized training, or particular achievements will be sent to any reservist on request for use in seeking a new job or for any other purpose. All reservists who may be anywhere in the Denver area are urged to visit the Center and personally review their records, as well as see the Center in operation. When men are transferred into the Reserve they are furnished with literature about the Center and its purposes, and urged to aid it in keeping their individual service records up-to-date.

The degree of the Center's success in persuading reservists to use its services — and help it keep their records straight — is suggested by the fact that the Adjutant's Section at the Denver Center handles more than 400,000 pieces of mail a month, and more than five million a year. Since total reserve strength is now about 426,000 this represents a ratio of activity per filed record phenomenal by any standards.

Automation—

(From Page 35)

metic can be performed by the arithmetic section. Arithmetic operations which can be accomplished are addition/subtraction, multiplication, division, division and storage, and multiplication and addition: Typical speeds of addition/subtraction operations for example, would be 15 microseconds under fixed point conditions, and 22 microseconds under floating point conditions.

The program register, having a word length of 48 bits, contains two single address instructions. Since the program register receives instructions directly from the core storage, it also acts as a buffer for the core storage. The remaining registers of the program section—jump register and index registers—each have a word length compatible with the magnetic core storage capacity. For instance, the registers are 12 bits long for 4,096 words of core storage, 13 bits for 8,192, etc. Sequencing the instructions of the program is the responsibility of the program address register. The function of the jump address register is to store the return address for a subroutine.

Input/output equipment available

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for an S-2000 system installation includes the following: paper tape reader, paper tape punch, magnetic drum, high speed printer, magnetic tape unit (no sequencing), and magnetic tape unit (multiple sequencing, four units). The paper tape, magnetic drum and magnetic tape systems operate in conjunction with their own control units. In the case of magnetic tape, up to four tapes may be operated simultaneously through the magnetic tape multiple sequencing unit. Each tape is controlled by its own assembly unit. An assembly unit may be used with any tape transport in the system as selected by the input/output instruction. Up to 256 magnetic tape units may be employed in one system and every sixteen require a magnetic control unit. The magnetic tape control unit allows reading or writing on one tape while the central computer is processing other data. Time sharing of the core storage by the central computer and the various input/output devices is one of the features of the Transac S-2000 input/output system.

The introduction of RCA's completely transistorized, general purpose electronic data processing system—the RCA 501—has been recently announced by corporation president John L. Burns. Like the Philco system, the RCA machine features not only a transistorized computer, but also fully transistorized auxiliary input and output equipment.

"Our new system," said Mr. Burns, "which has some of the versatility of the human brain in doing several things simultaneously, is designed to do more work at less cost. It bridges the gap between electro-mechanical accounting machines and giant electronic computers," he said. "We believe it is the most efficient electronic data processing system ever designed for business and government."

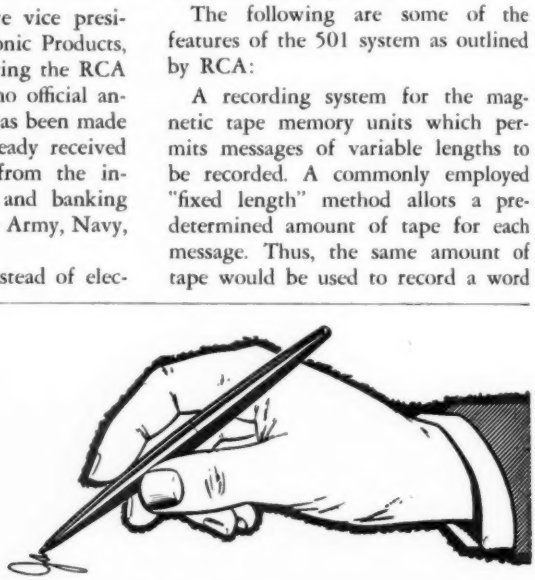
Unit smaller than standard processor

T. A. Smith, executive vice president of Industrial Electronic Products, the unit which is producing the RCA 501, said that although no official announcement of the 501 has been made until now, RCA has already received orders for the system from the insurance, manufacturing, and banking fields, as well as from the Army, Navy, and Air Force.

In using transistors instead of electron tubes throughout all companion equipment, as well as in the control computer itself, Smith explained, the RCA 501 requires only half the floor space needed for comparable non-transistorized systems and one-third the air-conditioning and electric power. Moreover, he declared, a basic unit can be installed at the beginning and further units added to it as required, because of modular construction. "The amount and type of electronics can be matched precisely to the amount and type of work to be done," said Smith. "The businessman no longer has to be content with a system providing either too little or too much," he continued. "The 501 is designed as a work-horse to do everyday business chores at high speed and with great saving."

The following are some of the features of the 501 system as outlined by RCA:

A recording system for the magnetic tape memory units which permits messages of variable lengths to be recorded. A commonly employed "fixed length" method allots a predetermined amount of tape for each message. Thus, the same amount of tape would be used to record a word



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of two characters for example, as for a word of 15 characters. By utilizing only the tape space needed for the message, miles of tape and hours of machine time are saved.

An ability to read and act upon data whether the tape is being run forward or backward. The 501, instead of having to wait until a reel of tape has been reversed past an entry and run forward again to record it, reads the entry as the tape passes the reading head in either direction, providing a time saving of 50 per cent, according to the company.

A "time-sharing" electronic system, enabling the unit to do several operations simultaneously, such as reading data, computing and accepting new information.

Heart of the basic 501 system is the computer, which has its own high-speed magnetic core memory storage unit. Linked to the computer are one or more magnetic tape storage stations. These are, in effect, the "filing cabinets" of the system, designed to allow quick access to the data to be fed to the memory unit for computation purposes.

The high-speed memory unit has a capacity of 16,384 characters, each representing a letter, number, or punctuation mark. With the addition of other magnetic core units, the total can be increased to 260,000 characters. Sixty-three tape stations can be harnessed to one computer, each capable of accepting 8,550,000 characters.

Two jobs done simultaneously

Minneapolis-Honeywell Regulator Co., has entered the medium-scale computer field with a new transistorized system called the Honeywell 800. "So flexible it can do data processing and scientific computation simultaneously at lightning speeds," declared Paul B. Wishart, Honeywell president, "the Honeywell 800 establishes several firsts in the art of computer design." The ability of its small central processor to perform independently more than one job at a time, called "Automatic Parallel Processing," is combined with a building-block expansion principle of design promising "unprecedented economies for growth companies needing versatility in handling current and future paperwork," Wishart explained.

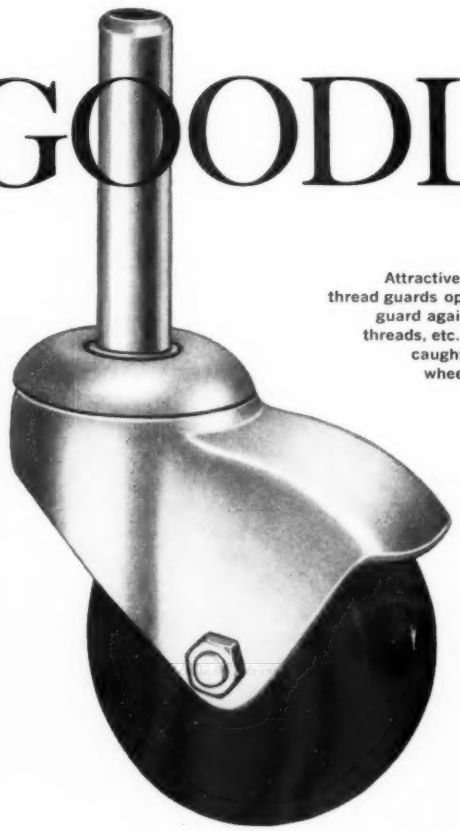
Mr. Wishart went on to say that the introduction of the Honeywell 800 "is the result of far-reaching decisions by our board to expand our operations into the broader market of medium-scale computers, backed by the necessary research and development funds, the best skills of our scientists and the know-how of our manufacturing resources.

"We firmly believe," he said, "that progress in electronic data processing and scientific computation will prevent American business and government from choking to death on their own paperwork. We are determined to apply our long years of experience in the design and manufacture of electronic systems to this problem."

According to Honeywell, the new computer, which has its first deliveries scheduled for the third quarter of 1960, can perform both scientific and data processing work simultaneously, and in less time than it would take any other system to do either. The firm explained that up to now, systems designed for scientific computation have been limited in their abilities to do large-scale data-processing and file maintenance work, and vice versa.

Advantages of the system hinge on

GOODLOOKING



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what is described by Honeywell as breakthroughs in the art of computer design, thus making possible the concept of Automatic Parallel Processing. That is what enables the system's central processor to perform up to eight separate and independent jobs at the same time. The two electronic innovations making up automatic parallel processing are called "Traffic Control" and "Multi-Program Control."

Traffic control allows the central processor to communicate simultaneously with as many as eight input and output devices, such as punch-card readers, printers, or magnetic tape units. This eliminates bottlenecks, reports Honeywell, caused by the comparatively slow speeds of supporting equipment, and provides a flexibility which makes it profitable to use smaller, less costly peripheral equipment.

Multi-program control is a further refinement, states Honeywell, which provides a new ability to use the system's computer powerfully and at all times. It allows the Honeywell 800 to divide itself into as many separate computers as there are jobs to be run simultaneously, to a total of eight in cases where a company's needs expand to that extent. Therefore, Automatic Parallel Processing is the machine's ability to process several programs at once without each one interfering with the other, and without complex and costly programming.

Maximum input or output rate of the Honeywell 800 has been boosted to 96,000 decimal digits per second on each magnetic tape; when communicating with the maximum combination of tapes it achieves a rate of 1,536,000. Internal transfer rate—the rate at which information can be moved from one place to another inside the central computer—is 2,000,000 decimal digits per second. Average order speed—the speed at which instructions are carried out—is 30,000 three-address orders per second.

Honeywell announces that the 800 system will require approximately one-tenth the floor space required by a comparable non-transistorized system, and will use about one-tenth the power. Being completely transistorized, it will require very little air cooling.

Orthotronic Correction, Honeywell's data protection principle which makes it possible to reconstruct lost, damaged, or garbled data instantly and automatically, is standard equipment on the new system. The system also incorporates an extensive checking network, including double-reading of all source data, parity checks within each word and record to permit verification on accuracy whenever information is transferred within the system, and other refinements of accuracy verification.

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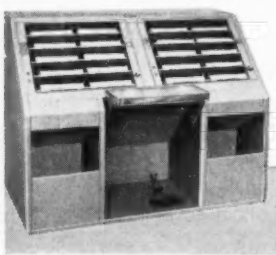

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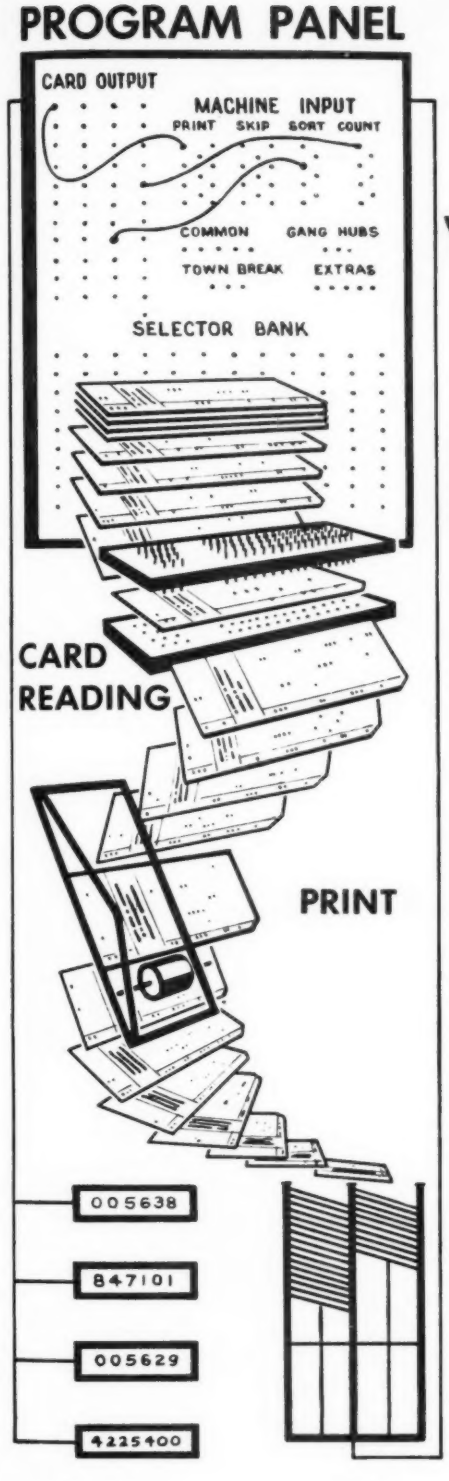
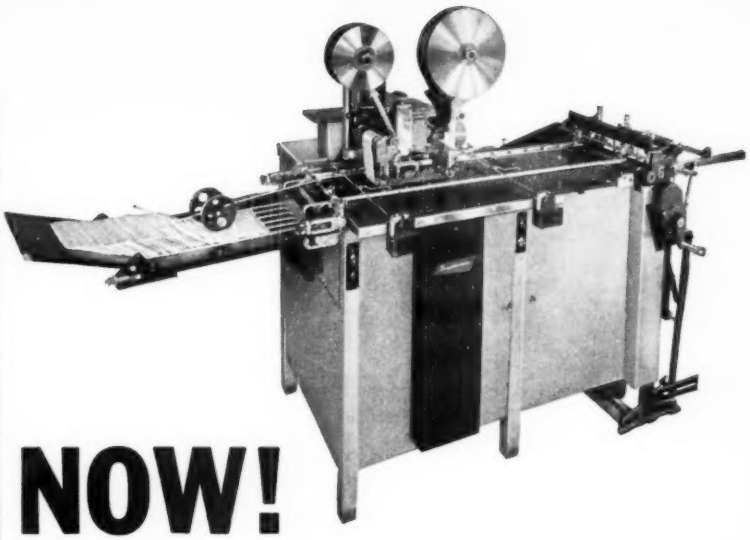
Layout—

(*From Page* 31)

making rough working drawings of a machine—drawings which not only show the parts of the machine but also make clear how those parts interact on each other. He is drawing the basic plan of his eventual office layout, too, for the good office layout represents in concrete form the working relationships of the organization using it. The good office layout, then, could be likened to the physical elements of a machine; the people to be housed in that office to the energy which drives the machine. Just as in a machine, there is one best, simplest, and most logical arrangement by which the energy can be channeled to produce the best possible results.

After having established his major departmental relationships in graphic





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form by use of the overlay on the organization chart, discussed in Chapter Three, the space planner now has the two basic fundamentals for his final office layout plan: the total area required by each department, and the working relationship of each department to all other departments in the company. These are his guides to requirements, and thus to the ultimate physical location, of departmental working areas. The elements from which the final plan will emerge are complete. But before the final plan itself is made, there are other factors—or rather alternatives — that must be taken into account, evaluated, and finally decided.

One of the first decisions that must be made by planner and management is the basic space principle to be followed in layout of each departmental general office. Shall an *integrated* or *compartmented* office layout plan be followed? What is the difference between the theories expressed by the two terms?

Basically, the theory of integrated space calls for open general office areas, with a minimum of partitioning, either of the fixed or movable type. This type of plan is gaining many adherents today, since it generally offers more flexibility, economy of space, easier worker supervision, and equality of facilities for all parts of the office, in comparison with the older and more conventional compartmented layout of office space, in which partitions are used to create "custom-built" departmental units.

For example, in a compartmented office occupying 15,000 square feet of space, one might have a sales department of 150 people. The 150 office workers handle sales of eight different products. Each of the eight product sections could have varying numbers of partioned offices for executives, assistants, and secretaries, as well as special partitioned areas for section office personnel. In this case, the 15,000 square feet of office space housing the eight sections would be composed of a tailor-made layout of eight planned units. If expansion or contraction were necessary to any one of the units, the entire area might have to be rearranged.

Putting this same sales department in an integrated office layout—an open plan— offsets most of the problems, work interruptions, and costs involved in the compartmented plan if changes become necessary. Assuming that the general office area has been planned so that a line of private offices and a departmental corridor border it, increases or decreases of personnel in any of the eight product sections can be made simply by switching occupancy of private offices, and adding or removing work stations in the open general office area.

Though the open office plan is still more popular with space planners and administrators, and others concerned with space administration than it is with every executive reared in the more conventional compartmented office, executive objections to the open plan can usually be overcome by these major advantages:

Any necessary space rearrangement can be performed over a weekend.

The only physical changes in facilities ever necessary under the open plan are restricted to such minor adjustments as occasional changes in underfloor duct electrical and telephone outlets.

The integrated space arrangement carries certain conditions, which is one of the reasons the decision between

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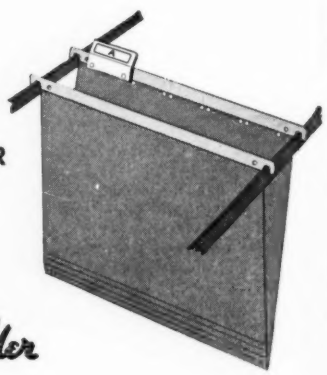

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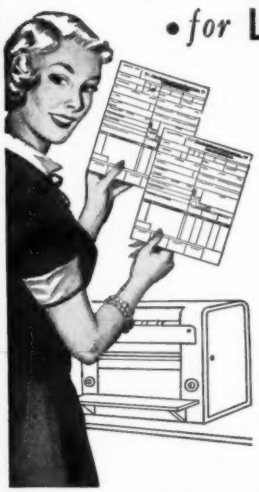

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an integrated and compartmented plan must be made early in the office planning program. The general office area in an integrated office layout must be well and uniformly lighted; it requires continuous underfloor ducts for telephone and electric outlets, and it must have provisions for mechanical ventilation or air conditioning and sound conditioning. The space should be of a shape to permit convenient access between private offices and the particular segments of the general office for which each private office occupant is responsible.

Given these conditions, the integrated office layout can offer all the advantages of the specially-partitioned custom-built office, without the disadvantages stated for compartmented space. Where physical separation by a wall is necessary or justified, movable partial-height partitions can be used within the open general area. Continuous strip underfloor ducts permit placement of electrical outlets or telephone outlets at frequent enough intervals along the duct to allow flexibility in desk arrangement. Moreover, such open arrangements permit continuous strip overhead lighting layouts within each structural module and regularly spaced grills or perforated ceiling for air conditioning supply and return. These are possible because the absence of interior walls makes specially designed lighting patterns and air conditioning ducts unnecessary. Thus, the open general plan is not only simpler and cheaper to use than the compartmented plan; its flexibility in terms of rearrangement of work stations is further assured by the fact that changes in departmental boundaries require no changes whatever in structural, physical and mechanical features.

Now, in the ideal situation, where a new building is to be constructed for the exclusive use of one company, final architectural considerations can be based on the ideal interior space arrangements as worked out by the space administrator. Placement of columns, framing, location of doors, windows, and ideal underfloor duct and overhead lighting and air conditioning arrangements can be worked out by the architect in terms of the basic interior requirements. The elements are further coordinated with office and building services and basic circulation pattern.

While the same freedom to create the ideal office does not exist in rental space, at least underfloor duct, overhead lighting, sound conditioning, and air circulation ducts can be installed on the continuous pattern cited for general office areas in tenant owned buildings.

The decision to make use of compartmented or integrated space patterns taken, it is possible for the planner to begin to work out the schematic plan and location of departments and even the interior arrangement of facilities within each department, whether he is working with present or proposed commercial office building space, or in a situation where the company will construct its own building. If working with existing space, he knows his architectural limitations: the actual physical dimensions of each floor, the

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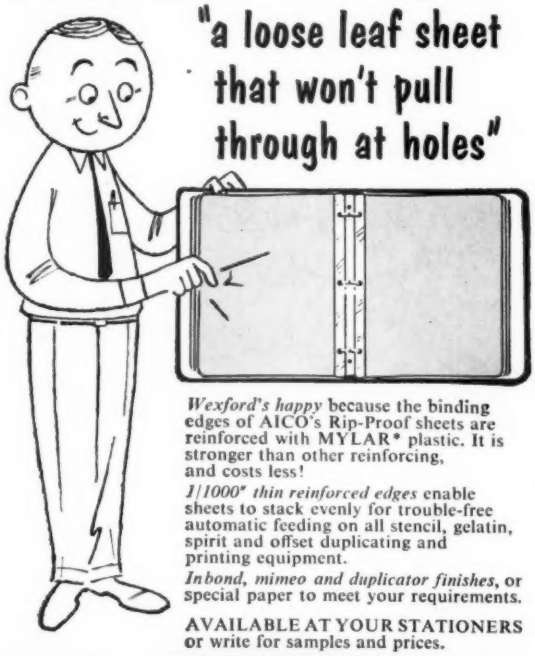

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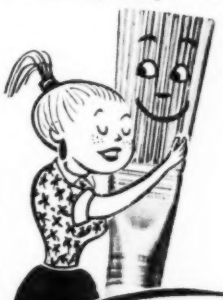

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column and window module interruptions, the placement of the building service facilities, etc., and will have to plan around these. If working in terms of a building to be constructed to meet the precise needs of the company, he has, of course, a much freer hand. But in either event, unless he is dealing with rental quarters in an existing building embodying unusually difficult architectural features, he has freedom to use enough space for each of these departments, to locate them in the best and most efficient arrangement relative to each other, and to use open space for his general office areas.

Now begins a process of continuous refinement in creating the final office layout plan, of working from one overall layout to specific departmental layouts, constantly improving the one by checking it against the other, and then reversing the process.

Let's take it in graphic terms. Let's say our planner is working with rented quarters in a conventional rectangular office building, which has a perimeter of private offices, a center core of service facilities, surrounded by a corridor. A second corridor extends around the perimeter of the building separating the private offices lining the outside walls from the interior general office open areas. These general office areas are again separated from the service core by the interior building corridor.

Our space planner would begin by drafting a schematic of his general departmental areas. The private office space would for the moment be ignored; that is to a degree frozen anyway, since the existing construction of the building has often dictated a row of private offices of given area around the building perimeter. (If such space is not needed for private offices, but is needed for general office areas, general office space can be extended to the exterior building wall, however, simply by omitting the partition walls between the perimeter private offices.) The point remains that it is the open interior space with which the space planner is primarily concerned.

He has from his Space Summary sheets the overall area requirements in square feet for each department in the organization. He has, from his charts of the organization structure and work flow, knowledge of the direction and flow pattern of the paperwork the office exists to handle. Armed with these he blocks out his first departmental grouping on his overall layout plan, assigning each department that number of square feet shown by his projected space summary sheets. Thus each department, right from the beginning, incorporates its own expansion space, since it will be remembered that total department space requirements under the projected plan included provisions for the additional workers that might be needed under situations of company expansion.

This first pattern is preliminary in terms of final precise arrangements, but it is accurate in terms of sufficient space for each department and proper functional placement of each departmental area. Now it can be refined by a first planning of the interior arrangements of each department.

The individual department space plan is carried out on a fairly detailed basis, actually showing the location of each desk and each piece of free standing equipment in the general office area. The basic working tool in planning such an arrangement is the template layout or an actual model office layout. The template layout consists of an outline plan of the proposed space done on paper or cloth. It is prepared on a scale of ¼ inch to the foot, and

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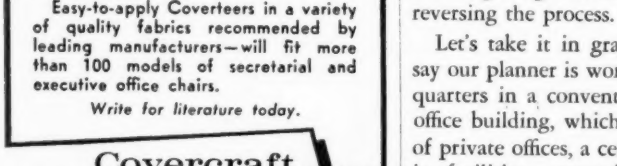

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is mounted on a composition board, so that cardboard symbols or actual models representing desks, machines, files, chairs, etc. can be attached to it in various arrangements. These cardboard symbols or models are tiny reproductions of the furniture and equipment represented, done on the same ¼ inch to the foot scale.

Working with such exact physical symbols done to precise scale, the best possible interior arrangements for each general office area can be worked out by a process of considering various possibilities until the one best arrangement has been found. Morover, the template or model forms a graphic representation which both space planner and department head can use and understand equally well. It can also be photographed or photostated for wider distribution and comment in the organization. Thus others in the company can bring forward any criticisms they find for the projected plan, either in terms of individual department requirements, or overall circulation patterns. When planner and department head have agreed on the best possible arrangement of equipment and machines, the symbols representing each unit are tacked in place. Various colors of template and models are used to distinguish between existing equipment, and new equipment specified under expansion or equipment replacement plans.

Partitions are indicated by strips of paper or plastic cut to scale, bearing the symbol of the type of partition to be used. As each template or model is completed, it is checked back against the overall departmental grouping plan for the office as a whole. Although the first overall plan assigned each department the total space it needed according to the summary sheets, minor adjustments may have to be made at this stage on the departmental dividing lines. Perhaps some features of the building such as columns, windows and door placement make it absolutely imperative to give one department a hundred more square feet than it was first thought it would need in order to make workable interior layouts of the department. Such adjustments can now be made on the overall plan, extending the department area.

The general office areas and related private offices laid out in fairly final form, the space planner can now move on to detailed layouts of the private offices. Although, as has been said, those are relatively inflexible in existing office space, they are not absolutely so. The controlling factor for the width of perimeter private office space is the building column structure and window module. Assuming the building is built on twenty foot bays, the basic private office on the building perimeter would be bounded by a square of twenty feet. However, as was pointed out in Chapter Two, within these dimensions, many different space arrangements are possible. The president of the company, the executive vice president, and other officers might have offices twenty feet deep and thirty feet wide. Other top management executives might have offices twenty by twenty. Middle management might have offices placed two to a bay, or ten by twenty feet, or other dimensions which can be fitted within the twenty foot square.

But in relation to general office areas, private offices allow additional flexibility. We have already pointed out that wherever private offices are unnecessary, general office areas can be extended to the building exterior wall, simply by taking down the partition walls separating perimeter offices ir

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existing space. But even where private offices are necessary around the entire perimeter of the building, they still offer some flexibility in terms of expanding general office space. Let's say our perimeter column span is twenty feet. That means our first line of interior columns inside the building walls will be twenty feet from the exterior wall of the building. Now assuming we want a corridor separating our interior general offices from our perimeter private offices, we have the choice of placing this corridor *between* the first interior columns and the building wall, or on the other side of the first line of interior columns, between columns and general office space. In the first instance our exterior offices, assuming we stipulate a five-foot corridor, would be established at a fifteen foot depth; in the second, they would be a full twenty feet deep. Varying the width of this corridor will, of course, control the depth of the private offices bordering it.

More important than the dimensions of the private offices, however, is the comparative flexibility such placement of corridors gives us in our total interior space. By cutting down on the size of exterior perimeter offices, we add a five foot strip along all sides of our interior general office areas.

Thus, even within the comparative rigidity of rental space in a conventional building — provided enough space has been acquired to meet the total demands shown on the summary sheets—a certain degree of flexibility of arrangements is still possible to take care of individual adjustments that must be made as the detailed department layout requirements are prepared. Again this demonstrates the necessity of being prepared to compromise individual space standards to make more space available where needed.

Naturally, in a rental arrangement, as in construction of one's own building, the possible future expansion needs beyond the built-in expansion factor planned for each department of the company, must be taken into account. In rented city quarters, this may mean that *all* space foreseen as possibly necessary at some time in the future will have to be acquired at the time of the first move. What happens to this unused space during the long interval in which it is not needed? The most common arrangement is to sub-let it on short-term lease to other smaller concerns. In this way, provided the duration of the sub-lease is kept short enough, the space can always be brought back into the corporation's general space within a reasonable time from the moment when it is first seen that it will be needed.

It goes without saying, that at the time the final detailed layouts are made of the new office, layouts should also be prepared showing how departments would shift in any forseen future expansion into new space, reclaimed from a sub-tenant.

By the same token, if a company constructs its own building, either in the city or the country, actual future physical expansion of total space must be planned for at the time of initial construction. In the city office building, the arrangement will usually be the same as in leased quarters; reserve space will be rented to other tenants on short-term leases. In a rural area, the expansion will usually take the form of construction of added floors or added wings to the basic building. In any event, such additions should be planned for in the original architectural design of the building, and interior layout plans should be drawn showing how expanding departments will move into the new space as it is made available.

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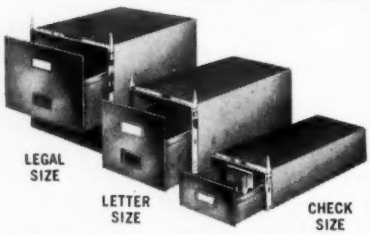

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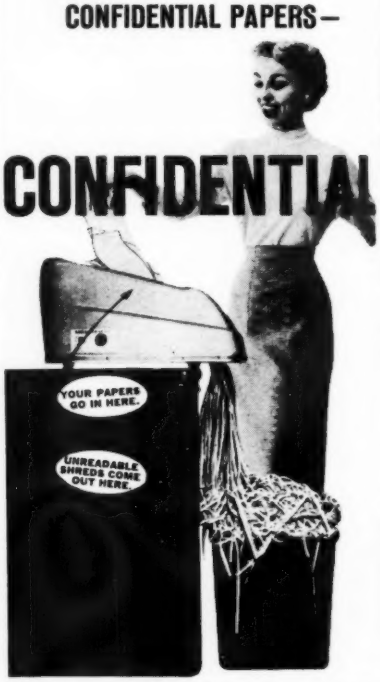

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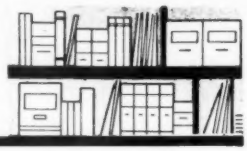

Management Organization

Society for Advancement of Management, Research Div., 74 Fifth Ave., New York 11. Booklet, "The Results Approach to Organization," amplifies how management hierarchy can operate more efficiently by building a "results" structure into each job at each level. **(1)**

Steel Furniture

Invincible Metal Furniture Co., Manitowoc, Wis. Information about desks, chairs, modernettes, and files can be obtained from firm's 54-page catalog. **(2)**

Check Processing

Cummins-Chicago Corp., 4740 N. Ravenswood Ave., Chicago 40. The methods used by American banks to process checks, beginning with the first chartered United States Bank in 1872 and continuing down to the present day, are treated in this illustrated booklet. **(3)**

Printing Papers

Bergstrom Paper Co., Neenah, Wis. Booklet includes samples of mimeo, smooth, and bond finish papers in white as well as six pastel shades of color for use on office printing equipment. **(4)**

Reading List

The Amos Tuck School of Business Administration, Dartmouth College, Hanover, N. H. Books, periodicals, and other sources of information in twelve areas of business administration are listed, briefly described, and briefly evaluated in a 68-page guide. **(5)**

High Speed Printer

Burroughs Corp., Electrodata Div., 460 Sierra Madre Villa, Pasadena, Cal. Bulletin 5221, a 4-page brochure, describes the Burroughs 220 High Speed Printer System, which prints out copy direct from computer or from magnetic tape. **(6)**

Office Accessories

Delta Products, Div. of Air Accessories, Inc., P. O. Box 1440, Ft. Worth, Tex. The 1959 catalog lists plastic office accessories available, including letter trays, wastebaskets, and desk tops. **(7)**

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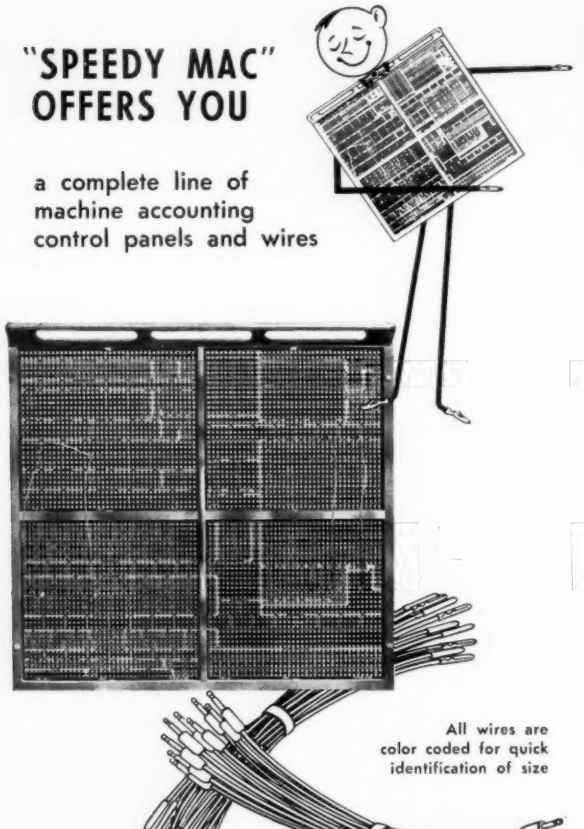

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National Blank Book Co., Holyoke, Mass. Folder No. 308R shows new line of binders to house bursted and unbursted data processing forms for storage and reference purposes. **(8)**

Accounts Payable Plan

Royal McBee Corp., Westchester Ave., Port Chester, N. Y. The plan for accounts payable, intended to give daily net cash position and pinpoint control of finances by using the General Records Poster, is explained in this new, illustrated pamphlet. **(9)**

Car Allowances

Runzheimer and Company, Inc., 332 South Michigan Ave., Chicago 4. "How to Solve the Car Allowance Problem" is a booklet depicting the benefits and factors of a plan used by 200 U. S. and Canadian companies for fair payment of car operating costs on business miles. **(10)**

Office Conveyor

Mercury Industries, Inc., 365 Broadway, Hillsdale, N. J. Bulletin No. 500 offers data on a new office conveyor designed for paperwork movements, for those interested in time study systems and procedures. **(11)**

Office Ensemble

Interstate Metal Products Co., 666 Lake Shore Dr., Chicago 11. Upholstered fold-away chairs and matching bench hassocks, which are intended for conference and reception rooms, are described in this folder. **(12)**

Carbon Papers and Inked Ribbons

Manifold Supplies Co., 1188 Third Ave., Brooklyn, N. Y. Brochure entitled "Wherever Records are Produced, Panama-Beaver Is On the Scene," illustrates many carbon papers and inked ribbons for methods and machines, including supplies for mechanical offset reproduction processes. **(13)**

Magnetic Tape Care

Minnesota Mining and Manufacturing Co., 900 Bush St., St. Paul 6, Minn. A how-to-do-it folder shows, through a series of drawings, a method of magnetic tape splicing, editing, and storage. **(14)**

Copier

Kee Lox Mfg. Co., 2 Park Ave., New York 16. Folder elaborates on the advantages of the Verifax Bantam Copier, a machine designed to make five copies in one minute of any written, typed or drawn original, up through 8½ by 11 inches. **(15)**

Typewriters

Remington Rand, Div. of Sperry Rand Corp., 315 Fourth Ave., New York 10. How the office can handle increased paperwork by using the Synchro-Tape typewriter is explained in a colored brochure. **(16)**

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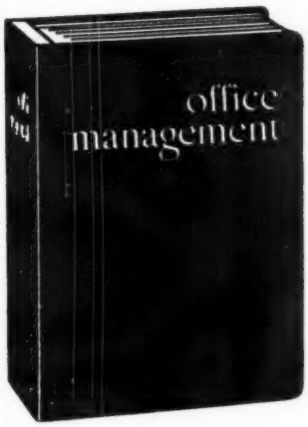

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Company.....

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Send 10c for twin samples naming this publication.

blaisdell
PENCIL COMPANY
BETHAYRES, PA.

Use Readers' Inquiry Coupon on Page 80

editorial

The 1959 look

IN the economy wave that prevailed in so many offices last year, office decor was often one of the first areas to suffer. Understandably, perhaps, companies which felt that all expenditures that could possibly be put off should be put off were reluctant to invest in new furniture or accessories for the office.

The lessons learned during the recession, we are told, were well-learned; companies, even now that the recession is so definitely on the wane, are much more cost-conscious than they have been for years; every suggested expenditure in the future will be scrutinized much more carefully than it was in the boom years.

So far, so good, as long as the pendulum does not swing too far, as long as emphasis on cost control does not blind companies to the intangible benefits that may be gained by refusing to put off some expenditures that *could* be put off. We feel the wisest companies will recognize that a modern, attractive office will always pay benefits in excess of its costs. It will pay benefits in two distinct ways: as a prestige symbol for the company it represents, as a lure for high calibre personnel.

Both are important. The office is to a degree the showcase of a company; all who have business with the company will form their first impressions of it in terms of its personnel, and the appearance of its offices. A smart, modern office is the best guarantee that that first impression will be favorable on both scores. The bright, attractive office will not only create its own favorable impression; it will be the office, in most instances, that will have drawn the most alert and efficient clerical and executive staff. That is why we believe the best managed offices in 1959 will remain cost conscious—but will remain conscious too of the fact that putting one's best foot forward is never an extravagance.

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UNEQUALLED ECONOMY! The Royal Electric's amazing speed of course means increased production. And Royal's unexcelled reliability means minimum service costs!

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Use Readers' Inquiry Coupon on Page 80

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